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Intelligence Training & Leader Development

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Purpose: The U.S. Army Intelligence Center of Excellence publishes the **Military Intelligence Professional Bulletin** (**MIPB**) quarterly under the provisions of **AR 25-30**. **MIPB** presents information designed to keep intelligence professionals informed of current and emerging developments within the field and provides an open forum in which ideas; concepts; tactics, techniques, and procedures; historical perspectives; problems and solutions, etc., can be exchanged and discussed for purposes of professional development.

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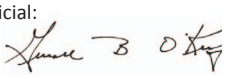

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From the Editor

Due to fiscal constraints, the distribution of MIPB hard copies will be significantly decreased beginning 1 October 2014. All customers will continue to receive one hard copy issue per unit or organization. All readers can now go to https://www.ikn.army.mil to view MIPB online (no CAC required). We understand the impact of this change and regret this inconvenience. Please help us in supporting the MI Corps by sharing this information throughout your unit or organization.

The following themes and suspenses are established for:

July-September 2014, *TRADOC Culture Center*, deadline for article submissions is 21 May 2014.

October-December 2014, *INSCOM*, deadline for article submissions is 21 August 2014.

January-March 2015, *Self-Development and Unit Training*, deadline for submissions is 2 January 2015.

Articles from the field are always very important to the success of MIPB as a professional bulletin. Please continue to submit them. Even though the topic of your article may not coincide with an issue's theme do not hesitate to send it to me. Most issues will contain theme articles as well as articles on other topics. Your thoughts and lessons learned (from the field) are invaluable.

Please call or email me with any questions regarding your article or upcoming issues.

Sterilla A. Smith
Editor

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FEATURES

DEPARTMENTS

Always Out Front

by Major General Robert P. Ashley
Commanding General
U.S. Army Intelligence Center of Excellence

In the last issue of MIPB we explored rapidly advancing technologies and emerging intelligence capabilities. The past decade of conflict taught us that technologic prowess endows the U.S. Army with a tremendous advantage but it will not provide victory independently. Valuable intelligence can only be produced by well trained Soldiers and adaptive leaders who know how to effectively leverage assets and analyze information. Our most valuable resource will always be our personnel. Leaders at every level have a responsibility to ensure we are getting the training that we need. Training and leader development is at the core of everything we do in the Army.

This issue of MIPB provides some excellent insights covering all three domains of training: Institutional, Operational, and Self-Development. We are extremely fortunate to have an article from Major General McMaster, the Commanding General of the Maneuver Center of Excellence. He provides some excellent insight on the ways that Intelligence Officers can best advise and support their commanders at any level. He rightly asserts that a holistic assessment coupled with continual reassessment is essential to producing and maintaining an accurate picture of the enemy. Keeping in mind that training does not stop when Soldiers leave the Institutional Domain, the FORSCOM G2, Colonel Megill, took the time to provide us with a guide to training resources for MI Soldiers throughout the force. Foundry and the Intelligence Readiness and Operations Capability Concept continue to be excellent resources for MI Soldiers to hone their skills at home station in preparation for deployments or rotations at the Combat Training Centers.

Over the past few years the Army made significant revisions to the manuals that provide us with our doctrinal foundations. One of the most significant changes comes in ADP and ADRP 7-0, Training Units and Developing Leaders. ADP 7-0 embraces the concept of "train like you fight" by directing commanders to apply the Operations Process to plan training. This means, at battalion and above, commanders and their staffs will conduct a thorough Military Decision Making Process (MDMP) to develop effective training plans. They should devote the same rigor and intensity to planning training that they would when planning combat operations in a deployed environment. Company commanders and leaders use troop leading procedures to develop and execute training plans, the same way they would prior to conducting combat patrols and missions.

Key Inputs	Steps	Key Outputs
• Mission from higher commander	Step 1 **Receipt of Mission**	• Commander's initial guidance for training
	Warning order	
• Commander's initial training guidance	Step 2 **Mission Analysis**	• Proposed KCTs & assessments • Unique/scarce resources • Training risk • Training readiness issues
	Commanders' Dialogue	
• Concurrence for: - Approved KCTs - Unique/Scarce resources - Training risk - Training readiness issues	Step 3 **Course of Action (COA) Development**	• Training events that train the KCTs • Develop Multiple COAs
• Several viable COAs	Step 4 **COA Analysis (War Game)**	• Narrow viable COAs to those 2-3 that most effectively train the unit in the time available
• 2-3 viable COAs	Step 5 **COA Comparison**	• Unit Cdr selects most viable, supportable COA to brief higher Cdr
	Warning order	
• Unit Cdr selected COA	Step 6 **COA Approval (Training Briefing)**	• COA approved by higher Cdr
• COA becomes Unit Training Plan (UTP)	Step 7 **Orders Production**	• Unit training plan (UTP) OPORD communicated to higher and subordinate units.
	UTP Operations order (OPORD)	

MDMP applied to training. Figure 1-3 from The Leader's Guide to Unit Training Management.

There are a number of tools to assist in planning training. The first place to look is the Army Training Network. Within this website leaders can gain access to a vast array of supporting documents and data to help plan training. The Combined Arms Training Strategies (CATS) is an excellent resource for descriptive, task-based, event driven training strategies designed to assist unit commanders in achieving training readiness consistent with ARFORGEN, Army unit training guidance, and doctrine. CATS makes it easy to identify collective tasks and their supporting individual tasks and it provides guides for classes that can be taught to soldiers for each of the tasks. The officers and NCOs leading training still have to take ownership of their classes and make them engaging for their soldiers, but CATS is a great place to get started.

For even more help training Intelligence tasks at home station leaders can take advantage of the Intelligence

Electronic Warfare Tactical Proficiency Trainer (IEWTPT). IEWTPT is the ICoE's primary program of record training device. It uses simulated data to train (via realistic exercises) individual and collective critical tasks. IEWTPT is supported and trained by permanent contract support teams at IEWTPT "hub" locations, normally co-located with Foundry sites. This kind of training opportunity at home station is a huge force multiplier. MI leaders at every level have an obligation to advocate for the importance of this type of training. Brigade combat team (BCT) commanders may not grasp the value of it unless their S2 is able to make it a priority in BCT training plans. Understanding this system's capabilities and being able to communicate it to commanders in a way in which they will recognize its importance is critical to leveraging these assets.

Distributed Common Ground Station-Army (DCGS-A) is the primary weapon system for S2 Soldiers across the Army and yet, it is often underutilized and misunderstood. A common criticism of the DCGS-A system is that it does not talk to other systems such as Command Post of the Future (CPOF) and Force XXI Battle Command Brigade and Below (FBCB2). In this issue of MIPB, Chief Warrant Officer Two Bouwens and Major Burke from 2nd BCT, 4th ID provide a success story on conducting training and fully synchronizing staff sections to get the most out of all of the Army Battle Command Systems. During an NTC rotation in 2013, the Warhorse Brigade was able to disseminate intelligence products made on DCGS-A directly to CPOF and FBCB2 across the Brigade. Their success resulted in unparalleled situational awareness to the warfighter and serves as an example of what DCGS-A and a group of motivated Intelligence Soldiers can accomplish.

The essential element driving all of this is we must adhere to the old adage that we are always improving our fighting positions. Every Soldier and organization must continually seek opportunities to learn and develop in order to improve our Army as a whole. Maintaining the U.S. Army's edge in adaptive Soldiers and versatile units capable across the range of military operations will ensure that we remain the best in the world.

Always Out Front!

Go to the Army Training Network at http://usacac.army.mil/cac2/atn/.

CSM FORUM

by Command Sergeant Major Jeffery L. Fairley
U.S. Army Intelligence Center of Excellence

Team,

I say it every month, but thank you for what you do every day. Your efforts from the MACOM down to the team level are what help make the Military Intelligence Corps a relevant and much needed part of our Army today.

This quarter's MIPB theme is intelligence training and leader development. In accordance with this theme, I would like to reiterate the importance of the briefings included in the MI Senior Mentor Symposium that was conducted on 27 March 2014. During the symposium, there were excellent briefings presented on the upcoming release of DA PAM 600-25 and its relevancy to MI career development, the important work performed by the Critical Task and Site Selection Boards with Individual Critical Task Listings that will lead to MOS job books, and lastly a briefing on QSP/QMP/TERA by HRC. All of these topics directly relate to our job as NCOs to provide our Soldiers with the most effective, current and relevant training and effective advice and counsel. If you were unable to attend or want to hear it again, I highly encourage you to visit the link below and listen to the recording of the symposium.

https://ikn.army.mil/apps/CONFWMS/Default.aspx?confId=30.

After you listen to the symposium and read the materials, visit the OCMI website on IKN. Use the materials there to help formulate the monthly counseling statements for your junior Soldiers. There is a wealth of information on IKN that is literally just a few clicks away. Use the information there for the career development of your Soldiers and for yourself. The OCMI website can be found at https://ikn.army.mil/apps/IKNWMS/IKN_Websites/USAICoE/OCMI/ocmi_homepage.htm.

I want to encourage all senior leaders who receive this publication to push it through your organization to ensure that all MI professionals are up-to-date with the most current information. The MI professionals at USAICoE have done a superb job of putting relevant and concise information together for your professional development and situational awareness.

Again, thank you for what you do every day for this great country. Also, thank you to your Families for the support they give you so you can accomplish your mission. Please visit my website on IKN for the latest updates concerning the Force and our Corps.

Always Out Front!
Army Strong!

MI Corps CSM Website:https://ikn.army.mil/apps/IKNWMS/Default.aspx?webId=2360

FM 6-0, Commander and Staff Organization and Operations, dated 5 May 2014 is available at http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm6_0.pdf.

This replaces ATTP 5-0.1, Commander and Staff Officer Guide, dated 14 September 2011.

FM 6-0 contains material previously found in ATTP 5-0.1, Commander and Staff Officer Guide, including chapters on command post organization and operations, staff duties and responsibilities, problem solving, troop leading procedures and the military decision making process.

New material in FM 6-0 includes chapters on managing knowledge and information, military deception, and after action reviews and reports. Updated material includes the addition of a chapter on decisionmaking in execution, formerly found in FM 5-0 as well as an updated orders format. Also contains information on the operational and mission variables and Army command and support relationships previously found in FM 5-0.

Technical Perspective

Chief Warrant Officer Five Joe D. Okabayashi
U.S. Army Intelligence Center of Excellence

This issue of the Military Intelligence Professional Bulletin focuses on Intelligence Training and Leader Development. This theme and the articles in this issue are most relevant to our Military Intelligence Warrant Officer cohort. Unit training and leader development lie at the heart of what it means to be an Army Warrant Officer; "…a self aware and adaptive technical expert, combat leader, trainer, and advisor."[1] In turn, "unit training and leader development are the Army's life-blood."[2]

You, as a warrant officer, a leader, must be a practitioner of our Army doctrine for unit training and leader development. Army Doctrinal Publication (ADP) 7-0, Training Units and Developing Leaders, establishes this doctrine. Army Doctrinal Reference Publication 7-0, Training Units and Developing Leaders, expands on the concepts and principles in ADP 7-0. Your expert knowledge and proficient application of these concepts and principles are imperative to your unit's readiness and capability to accomplish its mission.

Know your unit's mission. Know your commander's intent. Use these elements to focus on your unit's Mission Essential Task List (METL) as the fundamentals in which to train your teams. Establish the standards for individual and team performance. Empower your NCOs to develop and conduct necessary training in that METL. The goal is to train to "…the mastery of individual and collective tasks under the conditions of the anticipated operational environment."[3] Assess the effectiveness of that training and adjust accordingly. The Army Training Network offers invaluable references and aids to assist in your unit training development. Access it at http://usacac.army.mil/cac2/atn/.

Throughout your efforts in leading collective and unit training, support your NCOs in their professional development. Ensure that they attend their Primary Military Education (PME) courses. While that NCO is away at school, pull up the next ranking NCO or Soldier to take the lead, giving them the chance to develop their leader skills. In doing so, you will simultaneously grow another leader and build resiliency in your team by expanding the available leadership within your unit.

Be mindful of your own development. To complement your professional growth through operational experience, you must attend your PME, too. Let the next ranking warrant officer or NCO in your unit take the lead while you are away at school. You will return to your unit having graduated with greater knowledge, a more expansive vision, and a renewed sense of purpose!

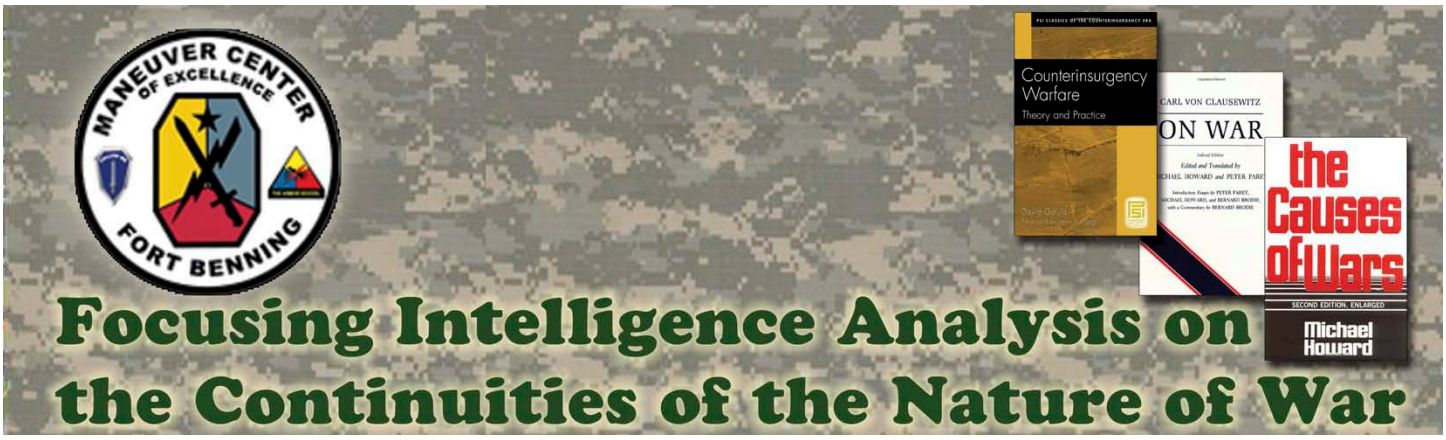
I thank you for your selfless service and tireless commitment to our Army and to our Nation. In your absence, away on operational deployments, deployed in field training, or attending distant schools, your families serve too. I thank them for their service!

Endnotes

1. DA Pam 600-3, Commissioned Officer Professional Development and Career Management, 1 February 2010, para 3-9. Accessed at http://www.apd.army.mil/pdffiles/p600_3.pdf.

2. ADP 7-0, Training Units and Developing Leaders, 23 August 2012, para 1. Accessed at http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp7_0.pdf.

3.Ibid., para 43.



Focusing Intelligence Analysis on the Continuities of the Nature of War

by Major General H.R. McMaster, Commanding General, U.S. Army Maneuver Center of Excellence

The military profession requires expert knowledge to fight and employ military capabilities in support of policy and to provide best military advice to national security policymakers and decision makers. While junior leaders must master tactical fundamentals, they must also begin to develop competence at the strategic level. That is because military leaders at all levels must be capable of thinking strategically, making recommendations, and contributing to the development of strategy. Strategy is the alignment of ends, ways, and means. Education, training, and leader development in the institutional, operational, and self-development domains provide opportunities to develop a strong foundation of expert knowledge in strategy and the nature of war across a career of service.

One might be intimidated by the vastness and complexity of military history and the theory of war. What is most important, however, is not comprehensive knowledge, but learning *how* to think about war and developing an appreciation for the complex causality of events. Military leaders should strive to do what Clausewitz suggested–take what seems fused in war and break it into its constituent elements. Studying military history should "educate the mind of the future commander, or, more accurately, to guide him in his self-education, not to accompany him to the battlefield; just as a wise teacher guides and stimulates a young man's intellectual development, but is careful not to lead him by the hand for the rest of his life." Such an education is critically important because it teaches how to ask the right questions, trace events back to their causes, think in time, and reason by historical analogy. Students of war also recognize the uniqueness of each situation and the limitations of so-called historical lessons. Military leaders should undertake historical study consistent with Sir Michael Howard's advice that we ought not to study military history to "make us cleverer for the next time," but instead to make us "wise forever."

And the best advice concerning how to study war came from Sir Michael Howard in a 1961 essay in which he urged military professionals to develop their own theory or understanding of war and warfare. First, to study in *width*. To observe how warfare has developed over a long historical period. Next, to study in *depth*. To study campaigns and explore them thoroughly, consulting original sources. This is important, he observed, because as the tidy outlines dissolve we catch a glimpse of the confusion and horror of real experience. And lastly to study in *context*. Wars and warfare must be understood in context of their social, cultural, economic, human, moral, political, and psychological contexts because as Sir Michael observed "the roots of victory and defeat often have to be sought far from the battlefield."

Difficulties that we have encountered in strategic decisionmaking, operational planning, force development, and intelligence analysis have resulted, at least in part, from the ignorance, or obvious misuse of history. In particular, we often neglect continuities in war and warfare, continuities associated with the enduring nature of war. And the failure to consider continuities in war skips over what Clausewitz identified as "the first, the supreme, the most far reaching act of judgment that the statesman and commander have to make," determining "the kind of war on which they are embarking, neither mistaking it for, nor trying to turn it into something that is alien to its nature."[1]

It is particularly important that military intelligence professionals understand continuities in the nature of war because intelligence analysis can help prevent mistakes and identify opportunities. At the outset of the wars in Afghanistan and Iraq, however, our intelligence efforts were severely disadvantaged due to what had become the orthodoxy of the revolution in military affairs (RMA) in the 1990s. Rather than thinking clearly about emerging threats to national security and viewing threats in context of history and

contemporary conflict, believers in a so-called RMA misinterpreted the lopsided victory in the 1991 Gulf War and predicted that advances in surveillance, technical intelligence, communications, information, and precision strike technologies would deliver "dominance" over any opponent. The theory was fantastical and hubristic, yet it became orthodoxy. Concepts with names like network-centric warfare, rapid decisive operations, shock and awe, full-spectrum dominance, and various permutations of effects-based operations embraced the assumption that future war would lie mainly in the realm of certainty and therefore could be won quickly and efficiently at low cost mainly by the application of precision fires onto land from the aerospace and maritime domains. Indeed, some argued that "leap ahead" technological capabilities would even prevent conflict because adversaries would not have the temerity to challenge the U.S.

The RMA was based, in part, on the assumption that the technologies that permitted U.S. air and naval forces to dominate the aerospace and sea domains would have a similar effect when applied on land. But in land warfare, geography, continuous interactions with adaptive enemies, and the need to integrate military force with other instruments of power to achieve political objectives increase complexity and preserve uncertainty. Even the U.S. Army, however, seemed to accept uncritically the assertion that technology would permit a high degree of situational understanding that would, in turn, allow the efficient application of force to achieve rapid and decisive results. The 2001 edition of the Army's capstone doctrinal manual asserted that soldiers and units would have near perfect intelligence.

> ***Unmanned systems with artificial intelligence will augment human action and decision making through improved situational understanding…. The extensive information available to Army leaders will also allow unprecedented awareness of every aspect of future operations. Precise knowledge of the enemy and friendly situations will facilitate exact tailoring of units for mission requirements; tactical employment of precision fires; exploitative, decisive maneuver at extended ranges; and responsive, flexible support of those forces… Command and control systems will enable leaders to know far more than ever before about the nature of activities in their battlespace. They will have access to highly accurate information regarding enemy and friendly locations, the civil population, terrain, and weather…. The common operational picture provided through integration of real-time intelligence and accurate targeting reduces the need to fill space with forces and direct-fire weapons.[2]***

Significantly, in Afghanistan and Iraq, the U.S. and its coalition partners became engaged in conflicts that believers in the RMA failed to consider: protracted counterinsurgency and state building efforts that require population security, security force assistance, reconstruction and economic development, development of governmental capacity, and the establishment of rule of law.

Our experience in Afghanistan and Iraq demonstrated that, despite the many benefits of new communications, information, and surveillance technologies, war remains firmly in the realm of uncertainty and information, communications technology, technical intelligence capabilities and databasing software will not deliver situational understanding. In contrast to pre-war U.S. military concepts such as "rapid decisive operations" and "effects-based operations" that evoked images of commanders and staffs directing precise strikes from high technology command posts to "achieve effects," military experience since September 2001 has been consistent with three continuities in the nature of war.

First, war is political. As von Clausewitz observed, "war should never be thought of as something autonomous but always as an instrument of policy." In the aftermath of the 1991 Gulf War, defense thinking was hijacked by a fantastical theory that considered military operations as ends in and of themselves rather than just one of several instruments of power that must be aligned to achieve sustainable strategic goals. Advocates of the RMA predicted that advances in surveillance, communications and information technologies, along with precision strike weapons, would overwhelm any opponent. Experience in Afghanistan and Iraq revealed the flawed nature of this thinking. Military professionals should be skeptical of ideas and concepts that divorce war from its political nature, especially those that promise fast, cheap, and efficient victories through advanced technologies.

Second, war is human. People fight today for the same fundamental reasons that the Greek historian Thucydides identified nearly 2,500 years ago: fear, honor, and interest. Thinking associated with the RMA dehumanized as well as depoliticized the nature of war. The cultural, social, economic, religious, and historical considerations that comprise the human dimension of war must inform intelligence estimates and operational plans. In Iraq and Afghanistan, gaining an appreciation of the fears, interests, and sense of honor among their internal communities was critical to move those communities toward political accommodations.

Third, war is an uncertain contest of wills. War's political and human nature place armed conflict squarely in the realm of uncertainty. The dominant assumption of the RMA, however, was that that knowledge would be the key to victory in future war. Near-perfect intelligence would enable precise military operations within a realm of certainty. In Afghanistan and Iraq, planning was sometimes based on linear projections that did not account for enemy adaptations

or the evolution of those conflicts in ways that were difficult to predict at the outset. War remains fundamentally uncertain due to factors that lie outside the reach of information and surveillance technologies. Moreover, war's uncertainty and non-linearity are results of war's political and human dimensions as well as the continuous interaction with determined, adaptive enemies. And wars are uncertain because they are contests of wills that unleash unpredictable psychological dynamics.

Our intelligence capability suffered as a result of the misunderstanding of the nature of war or defining war as we would like it to be. Intelligence focused too heavily on targeting enemy forces and not enough on the political and human dimensions of the conflict, and intelligence estimates undervalued the enemy's ability to shape the future course of events. To protect against ignoring continuities in war we might ask the following questions:

- What can we learn from our experiences in Afghanistan and Iraq that we can apply to the future wars?
- How can we institutionalize those lessons so we do not neglect the continuities of war?

Ten lessons from Afghanistan and Iraq can help us develop accurate intelligence estimates as a foundation for strategic and operational planning.

1. ***Understand the nature of the conflict.*** Ask first order questions before diving into the details of order of battle or the specifics. Analysts must consider a state's recent history as well as the ethnic, sectarian, and tribal dimensions that influence military operations and political objectives.

2. ***Frame intelligence within the context of policy goals and operational objectives.*** If we need to strengthen a state, our analysis must examine state effectiveness, corruption, and enemy or criminal penetration of state institutions. If the mission requires economic development, economic intelligence will be critical. If mission accomplishment demands the rule of law, estimates must define the capacity and effectiveness of police, prisons, and judges. If we need to protect the population from intimidation, we need to track and understand patterns of assassination and intimidation and coercion. And if we require unity of effort with an indigenous government, we need to know to what degree that government shares our interests and objectives.

3. ***Understand that the conflict will continue to evolve.*** Realize that progress will not be linear. As a result, intelligence analysts must make continuous reassessments of the situation and try to anticipate the evolution of the character of the conflict.

4. ***Understand enemy organizations.*** In *Organizations at War,* Abdul Kader Sinno observes that "ethnic groups, social classes, civilizations, religions, and nations do not engage in conflict or strategy interaction–organizations do." He argues that because engaging in conflict requires "coordination, mobilization, and manipulation of information," detailed studies of organizations are necessary to understand "how conflicts begin, evolve, and conclude."

5. ***Understand how military operations and military intelligence operations fit into a broader political context.*** As David Galula observed in his classic book, *Counterinsurgency Warfare: Theory and Practice,* "tasks and responsibilities cannot be neatly divided between the civilian and the soldier, for their operations overlap too much with each other."[3]

6. ***Understand that all military operations have an important and perhaps predominant local dimension.*** The complexity and uniqueness of local conditions confounds efforts to generate an aggregate estimate of the situation that applies equally to all areas in which counterinsurgent forces are operating.

7. ***Understand that these local conditions are connected to larger and often external and transnational dimensions of the problem.*** As Dr. Kimberly Kagan has observed, the problem of counterinsurgency is "not only localized, but also systemic."[4] For example, in Iraq that "the enemy had developed a system of allocating resources; command and control; financing; logistics; recruitment; training capabilities; information operations; force projection capacities; and methods for reinforcing priorities–not just in local areas, but hierarchically within the theater."[5]

8. ***Understand where you have HUMINT blind spots.*** Even the very best analysts will never know more than the indigenous population. Do not underestimate passive collection. Oftentimes our friends will know everything we want to know; we simply have to ask them.

9. ***Understand with whom you are dealing and do not neglect the influence of individuals.*** We have often taken action or developed relationships that inadvertently empowered adversaries.

10. ***Think like an operator or a policymaker and anticipate events.*** For example, plans to achieve stability will pose a threat to groups who benefit from instability and violence. Intelligence efforts must aim to identify these "spoilers" and attempt to predict their actions so commanders can prevent them from fatally undermining the effort. Intelligence analysts must understand our operations while continually reassessing the enemy and anticipating enemy reactions.

Intelligence must also focus on other destabilizing factors that interact with our plans such as political dynamics to determine how malign actors and organizations might undermine the political strategy or exert influence over institutions of government or governmental security forces. And it is also important to understand how the supported government works and how informal networks within the government are either supporting or undermining the political strategy.

The need for a holistic assessment–and constant reassessments–cannot be overstated. Commanders and intelligence officers must also be aware that systems analysis can create an illusion of control and create the illusion of progress in counterinsurgency operations. Metrics designed to measure progress often tell commanders and civilian officials how they are executing their plan (e.g., money spent, numbers of indigenous forces trained and equipped, districts or provinces transferred to indigenous control), but fail to highlight logical disconnects that sometimes allow leaders to confuse activity with progress toward achieving policy goals. Estimates of the situation, therefore, often underestimate the enemy and other sources of instability and these estimates, in turn, serve as a foundation for plans that are inconsistent with the nature of the conflict. An overreliance on metrics can lead to a tendency to develop short-term solutions for long-term problems and a focus on simplistic charts rather than on a deliberate examination of questions and issues critical to the war effort. Because of the variation in conditions at the local level, much of the data that is aggregated at the national level is of little utility.

But if it is vital to maintain a holistic estimate of the situation, it is also important to remain sensitive to unique dynamics at the local level of conflicts. Whenever possible, operational commanders, senior officials, and their intelligence analysts should travel to gain an appreciation for local problems and ensure that subordinate units and civil-military teams have the resources they need and that they understand how their efforts fit into the overall military effort. Operational-level analysts should collaborate with local units and teams. And tactical-level analysts should maintain effective communications with the operators and commanders for whom they conduct their analysis. Learning and adapting are critical to success in current and future armed conflict because the interaction with the enemy and other destabilizing factors ensures that progress in combat and stability operations is anything but linear.

To help develop professional expertise, the Maneuver Center of Excellence has developed the Maneuver Leader Self-Study Program (MSSP). The MSSP consists of books, articles, doctrine, film, lectures, practical application exercises, and on-line discussion forums to educate maneuver leaders about the nature of war and the character of warfare, as well as to emphasize their responsibilities to prepare their soldiers for combat, lead them in battle, and accomplish the mission. The broader intent of the MSSP is to enhance understanding of the complex interaction between war and politics in "width, depth, and context." The program is also meant to foster a commitment to lifelong learning and career-long development to ensure that our leaders are prepared for increased responsibilities. Each MSSP topic contains a brief summary of the chosen topic, its relevance to maneuver leaders, and several study questions for reflection. Topics also contain annotated bibliographies as well as a link to an on-line discussion forum. I invite you to explore the topics–and the discussions–of the MSSP at http://www.benning.army.mil/mssp/.

Endnotes

1. Carl von Clausewitz, *On War*, ed. and trans. Michael Howard and Peter Paret (Princeton, NJ: Princeton University Press, 1976), pp. 88-89.

2. Field Manual 1, *The Army*, Headquarters, Department of the Army, Washington, DC, 14 June 2001. At http://www.army.mil/features/FMI+FM2/FMIFM2.htm. Although these unrealistic assumptions were removed from the subsequent version of the manual, this thinking pervaded many Army documents written between the late 1990s and 2004.

3. David Galula, *Counterinsurgency Warfare: Theory and Practice* (Westport, Connecticut: Praeger, 2005), 87.

4. Kimberly Kagan, "III Corps AAR," 5 May 2008, unpublished paper.

5. Kagan.

Ready, Relevant, and Resilient:
Ten Ways FORSCOM Builds Intelligence Capabilities

by Colonel Todd A. Megill, U.S. Army

"Among the greatest challenges we face is the pace of change, both in technology and in the conditions we find in each theater. As a result, even as we integrate the new capabilities into our intelligence force, we must constantly upgrade the equipment, the tools and the advance skill training that we provide to ensure that our intelligence formations arrive in the-ater with the right skills and equipment to remain on the forward edge."

LTG Mary A. Legere
Deputy Chief of Staff of the Army, G2[1]

The opinions expressed herein are those of the author, and are not necessarily representative of those of the Department of Defense (DOD), the United States Army, or U.S. Army Forces Command.

Introduction

Future U.S. Army missions will be expeditionary in nature and will require units ready to meet disparate sets of future regional requirements, both technical and cultural. In a speech to the U.S. Army Intelligence and Security Command's (INSCOM) Fall 2012 Commanders Conference, General David Rodriguez, former U.S. Army Forces Command (FORSCOM) Commander, stated, "The Army will be smaller in future years, but more capable and adaptable across the full range of military operations. As we build America's Army to participate as a member of the joint force of 2020, we must strengthen our expeditionary force capabilities within a fiscally challenged environment. I believe that the key to doing this is agile and adaptive leaders employing mission command effectively."[2] We can trace this critical FORSCOM mission–to provide trained and ready formations for combatant commanders (COCOM)–back to its inception on 1 June 1973.

As FORSCOM sharpens its focus to the Pacific, and evolves its effort in the Middle East, it is also preparing for contingency missions throughout the world, especially Africa. FORSCOM Regionally Aligned Forces (RAF) provide the geographic combatant commander (GCC) with up to Joint Task Force capable headquarters with scalable, tailorable capabilities to enable the GCC to shape the environment. These Army *units* are either ***assigned*** to GCCs, ***allocated*** to a GCC, or ***service-retained COCOM aligned*** *and prepared by the Army* for regional missions. They are also part of the Army Total Force organizations and capabilities which are: forward stationed; operating in a GCC area of responsibility; or supporting from outside the area of responsibility, such as reach-back and other support from outside the area of responsibility.

Regional missions are driven by GCC requirements, which require an understanding of the geography, cultures, languages, and militaries of the regions' countries and expertise in how to impart military knowledge and skills to others. This article highlights ten Intelligence Warfighting Function (IWfF) initiatives FORSCOM uses to produce trained, ready intelligence Soldiers and units to meet Mission Command requirements for COCOMs. These IWfF initiatives, reflected in the FORSCOM Campaign Plan (see Figure 1), are critical to the success of ground force Mission Command preparedness and readiness–the FORSCOM mission.[3]

1.6.4	Provide Intel Support to Force Protection.
1.6.5	Implement the Army Contract Role Players Program.
3.2.8	Develop and Implement MI Training Strategy.
4.1.1	Develop and Coordinate MI Equipping.
6.2.1	Execute Army Security Policies.
6.2.2	Improve Info Assurance Program.
6.2.3	Optimize DOD Intelligence Information System Program.
6.2.4	Build and Improve Sensitive Compartmented Information Facilities.
6.2.5	Reestablish Industrial Security Program.
6.2.6	Establish Comprehensive Security Resourcing.
6.2.7	Establish Counterintelligence and Insider Threat Program.
6.2.8	Redefine Foreign Disclosure Program.
6.3.1	Establish FORSCOM LandISRnet.
6.3.2	Establish Intelligence Readiness and Operations Capability (IROC).
6.3.3	Provide Geospatial-Intelligence Support.
6.3.4	Provide Tailored Intelligence to CG/Staff.
6.3.5	Provide Staff Weather Support.
7.1.1	Complete and Implement MI Top-To-Bottom Review Findings.
8.1.1	Establish Funding for IROCs and LandISRnet.

Figure 1. FORSCOM Campaign Plan Critical Tasks.

Foundry 2.0 Concept and Implementation

The Foundry Program is the Army's premier intelligence training program, and the cornerstone of IWfF support to the ARFORGEN process. Foundry offers advanced IWfF technical training that units cannot conduct on their own. It enhances the commander's ability to execute team and collective mission-oriented training at home station using tank and infantry gunnery-like training methodologies with dedicated facilities. Through Foundry, general purpose forces engage with INSCOM, and the greater Intelligence Community (IC) to train their inherently specialized and complex IWfF skills, prepare for deployment or contingency missions, and gain access to Joint, Interagency, Intergovernmental, and Multinational capabilities at home station and the combat training centers (CTCs). Additionally, Foundry provides the only resourcing stream that effectively addresses operations through Intelligence fusion readiness, critical for IWfF support to Mission Command.

The Foundry Program has significantly improved our MI Soldiers' individual and collective training at home station. In fiscal year (FY) 2012, an Army study reviewing MI readiness benchmarked the capabilities of current Foundry platforms across nine FORSCOM installations.[4] Applying the FY 2012 MI Readiness Review lessons learned, the Army will improve its capability at the Foundry Home Station training sites, formalize Intelligence Readiness and Operations Capability (IROC) requirements, and synchronize processes and procedures with Army and COCOM policies. Foundry enhancements will improve MI Force readiness capabilities, while complementing other ARFORGEN requirements.

As an enduring Army IWfF requirement, Foundry enables a long-term home station training capability.

The IROC Concept

Foundry is the foundation for the IROC concept, which expands the Foundry Program from an *"individual training for readiness"* focus to *"mission support for readiness"* focus that supports GCC and Army Service Component Commands (ASCC), especially theater security cooperation engagement.[5]

IROC is not a physical location, but rather a network of enabling capabilities to optimize and focus existing Intelligence capabilities against expeditionary requirements and future threats. The IROC is comprised of multi-discipline foundational layers or variables consisting of facilities, systems, and subject matter expert/cadre operating over LandWARNet (NIPR/ SIPR) and LandISR (JWICS) that allow MI Soldiers at home station to support operational missions.

FORSCOM IROC platforms leverage ASCC opportunities and requirements to systematically support GCC missions with dedicated RAF intelligence production.

The IROC provides Mission Commanders with tailored intelligence for the respective GCC under the RAF construct. It reduces the footprint of the Mission Commander in an operational theater, while increasing the use of established intelligence capabilities at home station. Since the 1990s, INSCOM units, U.S. Army Special Operations Command, and some FORSCOM units have conducted "Reach" operations supporting training, theater cooperation engagement, and overseas contingency operations. Stryker brigades have been using a form of Reach in Afghanistan to expand analytic capacity for the forward deployed brigades they were preparing to replace. This Reach effort significantly improved the deploying brigade's Intelligence readiness as it geared up to deploy into the same area of operations.

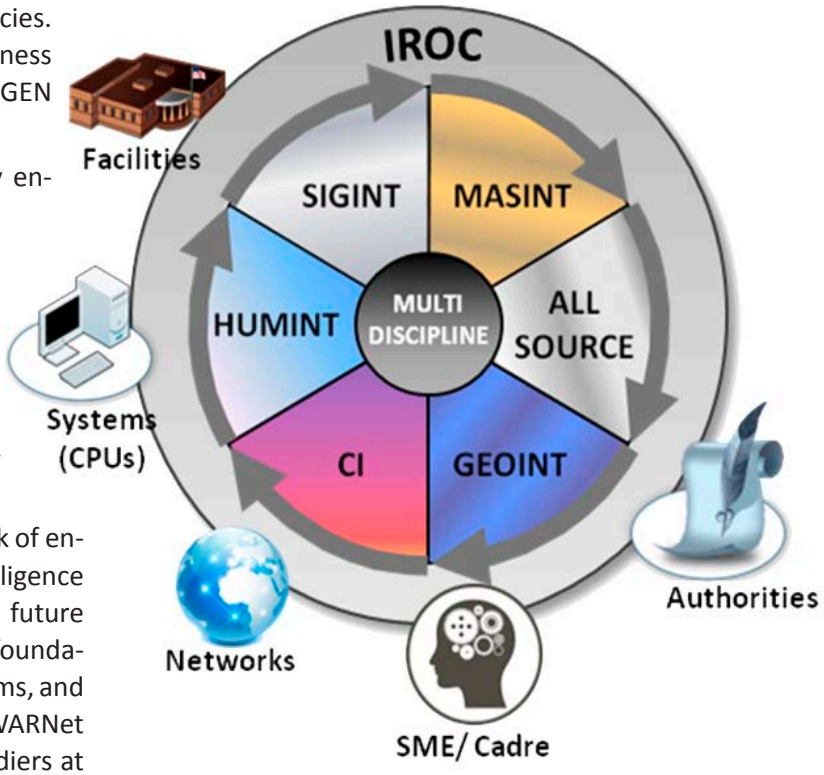


Figure 2. IROC Interoperability.

FORSCOM supports the use of IROCs to enhance MI Soldier and unit readiness by leveraging Intelligence Reach operations. This capability improves commanders' ability to execute Mission Command and to stay engaged with their RAF missions. Ultimately, the success of IROCs is directly related to the commander's involvement and support.

Intelligence Readiness Reporting

It has been a challenge to define and assess echelons corps and below (ECB) MI Soldier readiness with the fast pace of technical advances throughout the greater IC and evolving RAF mission sets. To address this, FORSCOM G2 developed two central programs: the Intelligence Readiness Common Operating Picture (IRCOP) and the FORSCOM Intelligence Readiness Review Board (FIRRB). These programs provide commanders with assessment tools that measure current Intelligence readiness and its ability to support Intelligence synchronization and integration in an ever changing operational environment.

The IRCOP is a SIPRNET, web-based tool employed throughout FORSCOM to monitor and report MI force readiness and provide multi-echelon situational awareness as a unit progresses through the ARFORGEN process. This enhanced database toolset delivers relevant Active and Reserve Component operational information to support critical analysis of a unit's readiness. The IRCOP facilitates real-time readiness collaboration and synchronization through a common operating picture generated from Army databases of record. Use of the IRCOP complements MI unit readiness reporting by providing an in-depth view down to the individual level at the BCT and multifunctional brigades. It includes manning, equipping, and training data, giving commanders and their G2/S2s a venue to directly address IWfF readiness concerns, synchronized with unit readiness reporting. See Figure 3 for sample assessment matrix.

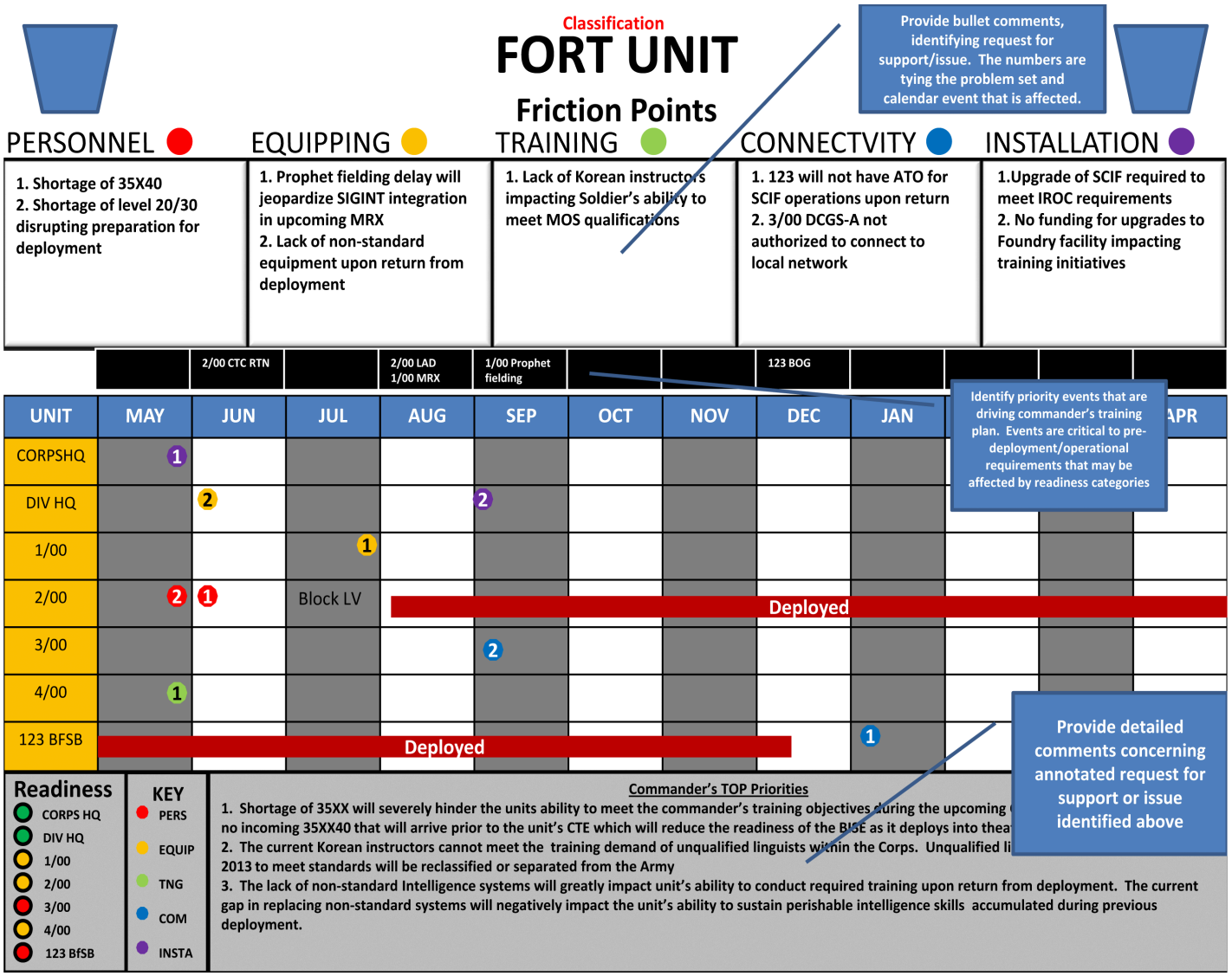


Figure 3. Sample MI Unit Assessment.

In concert with IRCOP, FORSCOM G2 created a collaborative intelligence forum to complement the data produced by IRCOP that will allow Senior Intelligence Officers (SIO) from multi-echelon formations to provide feedback and identify critical Intelligence shortcomings in their preparation for deployments or major training events. The FORSCOM Intelligence Readiness Review Board (FIRRB) provides a regularly scheduled Intel Readiness Forum for SIOs from the three active Army Corps, the 32nd Army Air and Missile Defense Command, and the 20th Chemical, Biological, Radiological, Nuclear and Explosives Command G2s.[6]

It is the primary vehicle for reviewing the readiness of MI Soldiers and units within FORSCOM. Using the FIRRB, Corps and major subordinate command SIOs can voice their IWfF readiness concerns and synchronize resources to support their respective commander's Mission Command responsibilities. It serves as the basis for all stakeholders to provide input, make recommendations, and propose solutions to MI Soldier and unit readiness issues.

The outcome is the synchronization of resources so units are manned, equipped, and trained at levels required to adequately resource a commander's training strategy and their allocated or aligned mission. This board is the cornerstone of the ARFORGEN process in support of all the IWfFs. The work produced from this forum can be used by multiple "G" Staff directorates and functions for annual planning and budgeting. The outputs also feed the Army's General Officer Steering Committee for sourcing discussion(s) for future year's operational requirements.

The synchronization and integration of both IRCOP and the FIRRB are critical for commanders at each echelon to ensure their IWfF's requirements are met and captures the overarching readiness for each level of warfighting: tactical, operational, and strategic.

Senior Leaders Intelligence Training

Over the last decade, the current battlefield and complex environments around the world have created many challenges in our ability to conduct intelligence, surveillance and reconnaissance (ISR) operations. More importantly, it places increasing demands on Mission Commanders to synchronize ISR with maneuver operations.

Senior leadership/commanders from the BCT to Corps do not regularly receive in-depth training on the accessibility of Intelligence collection capabilities to support their mission. In 2009, the FORSCOM G2 developed the Senior Leader ISR (SLISR) training and orientation program for ECB commanders and their Operations staffs. The FORSCOM Commander directed that each maneuver BCT, division, and corps commander and staff deploying to a combat environment–Operations Iraqi Freedom and Enduring Freedom at the time—would be required to participate in a SLISR program as part of their pre-deployment training.[7] The program is a two-day visit to the National Capital Region and familiarizes commanders and their senior staffs with national-level intelligence assets and agencies that will support them during combat deployments.

As the Army draws down in Afghanistan and transitions to the expanding RAF mission, the need for a comprehensive SLISR Program may be even more critical due to the disparity between each GCC's operating environments and associated mission sets. We are adjusting the focus and content of the program to meet this evolving demand to provide the right mix of agencies and national-level familiarity to maximize integration of ISR into the operational planning process.

Geospatial Intelligence Readiness

The FORSCOM Commander, supported by the National Geospatial-Intelligence Agency (NGA) Support Team, developed four Geospatial Intelligence (GEOINT) initiatives to better enable Army and FORSCOM organizations to meet current and future expeditionary mission requirements.[8] These GEOINT initiatives focus on assisting and providing guidance to the ECB commanders tasked with the individual and collective readiness (manning, equipping, and training) of the Soldiers and leaders assigned to their GEOINT Cells.

First, the FORSCOM GEOINT Working Group was created with the purpose of enhancing communication throughout the FORSCOM GEOINT community and promoting a shared understanding of the commander's intent through Mission Command principles. Second, FORSCOM partnered with NGA to embed its representatives from divisions to FORSCOM headquarters to bridge the tactical force with the IC to increase GEOINT readiness. Third, FORSCOM initiated a Geospatial Readiness Validation (GRV) Program as a tool to help commanders assess their GEOINT readiness. The GRV establishes baseline training standards for all FORSCOM GEOINT cells. Finally, the FORSCOM Enterprise GEOINT CONOP and FORSCOM Regulation 115-9, Forces Command GEOINT Enterprise provide standards and guidance for FORSCOM GEOINT Cells.[9,10]

As the Army moves from an established GEOINT COP in Afghanistan to worldwide support to COCOM commanders under RAF missions, FORSCOM is committed to developing, standardizing, and employing the GEOINT capabilities to meet commanders' needs.

CTC Modernization

Understanding the many threats facing the Army in the future, and preparing for those threats, must be a corner-

stone for training commanders both at home station and during CTC rotations. To that end, FORSCOM is partnering with the U.S. Army and Training and Doctrine Command to ensure that in the future the CTCs replicate the threats our formations will likely meet on future battlefields.

CTC Training

Since the CTCs provide highly realistic and stressful joint and combined arms training, the operational environment must include a strategic setting, both tailorable and scalable based on unit training objectives, and contain a rich variety of potential threats not currently trained at the CTCs. The CTCs' efforts to challenge the IWfF capabilities against adaptable opposing forces are making great strides; however, they do not currently replicate many potential future threat environments. FORSCOM is currently focusing on improving CTC replication of four specific adversary capabilities: cyber threat, electronic warfare (EW), unmanned aerial systems, and the ability of potential adversaries to deny and deceive our tactical commanders.

The CTCs' replication of these threat capabilities will enable commanders to incorporate them into their operational planning and to specifically train to improve their targeting procedures; prepare for hostile forces employing EW and Computer Network Attack; development of jamming tactics, techniques, and procedures to increase denial of communications, and training to operate in a compromised electronic spectrum environment. It is the FORSCOM CG's intent that better CTC threat replication will drive tactical commanders to better integrate counter-threat planning into their home station training regimes, CTC rotations, and combat preparations.

G2X and FORMICA Implementation

In 2012, the FORSCOM Campaign Plan directed the establishment of a Counterintelligence (CI) Program, and subsequently directed the G2 Security Division to form a G2X. Using existing resources, we implemented the G2X on 5 May 2013 and issued our CONOPS in September 2013. Unlike a doctrinal G2X, FORSCOM G2X (FC G2X) remains within the confines of the ARFORGEN mission, focusing on manning, equipping, and training organizations in the ARFORGEN cycle.[11] With the primary mission of training CI and Human Intelligence (HUMINT) Soldiers across FORSCOM, the FC G2X assumes several functions to include: monitoring the Contract Role Player Screening and CI Probationary Programs; deconflicting Foreign Military Intelligence Collection Activities (FORMICA) and CI Live Environment Training opportunities; providing intelligence analysis support for FORSCOM contingency operations and real-world deployments, and coordinating force protection support with local, state and federal agencies.

CI/HUMINT Training

The FC G2X is organized into three cells, CI Coordinating Authority; HUMINT Operations Cell (including Biometrics/Forensics expertise), and the Operations Support Cell. Several additional roles and responsibilities are matrixed to other divisions within FORSCOM G2 including cyber electromagnetic activities and cyber CI operations. In concert with INSCOM, FC G2X oversees FORMICA operations at three FORSCOM installations with a goal to expand the FORMICA program over the next year with a target of 100 HUMINT Soldiers across 11 installations.[12]

DCGS-A Training and Integration with Mission Command

In the future, it is critical that the Distributed Common Ground System–Army (DCGS-A) becomes the MI Soldier's primary weapon system within the standard analytical processes and the Intelligence cycle. The use of DCGS-A on the battlefield has come with mixed reviews and many question the complexity of the system and the challenge to integrate it on a fluid, mobile battlefield.[13] The question is not how to use its vast capabilities in a complex operating environment, but rather how to improve the effective use and readiness of the system.

In collaboration with other major stakeholders, FORSCOM G2 is currently defining/assessing the readiness requirements under the DCGS-A Program. FORSCOM currently de-

fines this as: "The ability to measure a Soldier's proficiency using a standardized suite of DCGS-A tools/applications aligned with intelligence doctrinal processes within each MI Soldier's skill level, in support of the commander's priority intelligence requirements."

This assessment will set the conditions for each unit to assess, train, and evaluate their MI Soldiers' readiness in regards to DCGS-A operations. It is imperative that commanders and SIOs have and fully understand the criteria to successfully and efficiently evaluate their analysts ability to operate DCGS-A within their operational mission sets.

Understanding how to use DCGS-A at each echelon will allow commanders to formulate a training strategy to ensure their readiness as units prepare for deployments or major training events.

Language and Cultural Awareness Training

As the Army moves to the RAF structure, it is imperative for Soldiers of all warfighting functions to appreciate the diversity in cultures needed to successfully communicate and operate within a particular operational environment.[14] Understanding local customs and possessing minimum language skills enables leaders and Soldiers to engage with key leaders and gain their trust to achieve specific operational goals and objectives.

The Army meets the challenge in a variety of ways to include increased instruction for Soldiers and development of self-paced curricula. The FORSCOM Command Language Programs provide facilities, equipment, and an interchangeable combination of classroom instruction, self-paced instruction opportunities, web based instruction, and unit instruction to support the needs of professional Army linguists. Our programs also train all other Army personnel requiring foreign language and cultural awareness orientations in performance of their duties. The Army G3/5/7's Language Training Detachments (LTDs) are geared to the General Purpose Forces for Survival/Familiarization Language and Cultural Awareness Training as well as providing mobile training teams to those units not stationed in the vicinity of an LTD. They breakdown the operational requirements to identify language training requirements and focus language familiarization and cultural awareness training. This training is based on possible missions such as Humanitarian Aid Disaster Relief, Noncombatant Evacuation Operations, Unified Land Operations, Village Stabilization, and Security Assistance.

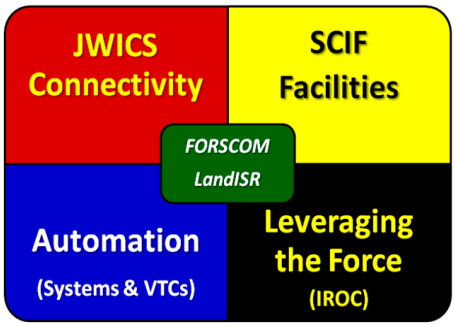
General language training consists of *Rapport* or *Headstart*, as well as culture-general and culture-specific training. Most of this can be is accomplished by the individual soldier via distance learning. For units with the training time, resident courses for Afghanistan-Pakistan LTDs and other familiarization-like courses are available. Cultural awareness and language training continues to be at the forefront of the FORSCOM Commander's Training Guidance and he will continue to provide opportunities to improve a commander's decision making process.

FORSCOM LandISR Implementation

The FORSCOM LandISR Program leverages the fundamentals of the Army's LandISR program, a sub-component of LandWARNet, by extending and providing Sensitive Compartmented Information (SCI) connectivity to FORSCOM corps, divisions, and BCTs.[15] There are four components:

- JWICS connectivity, which provides SCI connectivity to corps/division/BCTs.
- SCI facilities.
- Automation, which includes installation of equipment and their technical refresh.
- Leveraging the force, which includes providing all appropriate networks that enable Foundry and IROC functionality.

Future FORSCOM LandISR program requirements maximize JWICS capabilities by enhancing the quality of the network infrastructure and support, which will support the IROC initiative and the need to access live Intelligence and IC databases.



FORSCOM LandISR Program

Using the JWICS Enter-prise to push JWICS and SCI capability to the BCTs results in two force enhancements. Soldiers use centrally managed and patched computer systems and networks to access email, web browsers, and Microsoft Office® applications while in garrison and Security and Intelligence professionals, maintain their vital and perishable skills, such as the synchronization of policies and standard operating procedures with security environments that will allow FORSCOM to protect the force against compromise, spillage, and insider threats.

Ultimately, the FORSCOM LandISR program enables FORSCOM MI Soldiers and units to gain access to live intelligence at home station and to leverage realistic intelligence information and capabilities during individual and collective training.

Conclusion

"This is not your father's FORSCOM," a play on words from an old advertisement, could not be more true today. Modularity, the ARFORGEN model, and persistent conflict drove FORSCOM to develop innovative solutions to today's challenges. The ten initiatives listed in this article highlight FORSCOM's efforts to modernize the IWfF. A 2011 article listed two maxims to help us better understand FORSCOM efforts:

1. *Understanding readiness is not a very sexy thing.*
2. *There is more to warfighting than punching out hard targets.*[16]

These two maxims intuitively point to the importance of the IWfF in the Army's readiness enterprise. To be ready for combat and contingency operations, Intelligence Soldiers and units must have the "the right equipment, and the right skills to deliver no MI Soldier at rest, and no cold starts."[17]

Leveraging the ARFORGEN model, FORSCOM and its subordinate units work 24/7/365 preparing assigned forces for Expeditionary Warfare. Based on the Staff's experience, expertise, focus, and dedication to duty, FORSCOM G2 is *ready, relevant, and resilient* to meet the Intelligence war fighting challenges of today and tomorrow.

Author's Note: I would like to thank my G2 Staff for their assistance in the development of this article.

Endnotes

1. LTG Mary A. Legere, Deputy Chief of Staff, G2, "Army Intelligence 2020: Enabling Decisive Operations While Transporting in the Breach," *Army*, 62, No. 10 (October 2012) 169.

2. General David M. Rodriguez, U.S. Army, "Intelligence Considerations and Challenges from an Operational and Strategic Perspective," briefing commentary, Fort Belvoir, Virginia, 20 September 2012.

3. U.S. Army Forces Command, *FORSCOM Campaign Plan* (Fort Bragg, NC: U.S. Army Forces Command, January 2012) 10-19.

4. *United States Army Forces Command (FORSCOM) G2 Military Intelligence Readiness Review Results of Analysis*, SURVIAC Contract Number SP0700-03-D-1380, TAT 09-17, DO 314, 27 September, 2012.

5. Stephen P. Perkins, FORSCOM White Paper, *Foundry* (Fort Bragg, NC: U.S. Army Forces Command, 20 December 2012).

6. The FIRRB is an adjustment to how FORSCOM G2 has traditionally monitored IWfF readiness across the force and to monitor units' ability to meet ARFORGEN requirements. It leverages the command relationships, enacted by CG FORSCOM in his HQ FORSCOM Order "FORSCOM Command Relationships Implementation Order." Corps G2s roll up the IWfF information from their subordinate units and provide a 1-n list of priorities to FORSCOM G2. The FIRRB likewise provides a 1-n list to Army G2, other ACOMs, and when applicable, to the ASCCs.

7. GEN David M. Rodriguez, U.S. Army, "The FORSCOM Commanders Senior Leader Intelligence, Surveillance, and Reconnaissance (SLISR) Program," Memorandum for Commanders, Major Subordinate Commands and Units Reporting Directly to Forces Command (FORSCOM)" (U.S. Army Forces Command, Fort Bragg, NC, 20 October 2011).

8. JP 1-02 defines GEOINT as "the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on Earth. GEOINT consists of imagery, imagery intelligence, and geospatial information (10USC§467)."

9. The FORSCOM Enterprise GEOINT CONOP is a foundational document that shows how GEOINT Cells should work at division and corps levels.

10. FORSCOM Reg 115-9 was published as an interim measure to supplement AR 115-11, *Geospatial Information and Services*, which had not been updated since 10 December 2001. The focus of the FORSCOM regulation is to establish and monitor the priority system for validation, production, maintenance and retention of GEOINT products in the DoD map supply system to support FORSCOM missions; and to establish GEOINT Readiness Validation program visits to all FORSCOM GEOINT elements.

11. TC 2-22.303, The 2X Handbook, 31 July 2006, v. This TC provides the doctrinal foundation and general tactics, techniques, and procedures required by MI personnel serving in a 2X staff section in the modular force.

12. Email from Gary Szafarski, FORSCOM G2X, to MAJ William A. Holcombe, Jr. and Gladwyn G. Bowlin, "MIPB Article #1 Concept," 13 January 2014.

13. Amber Corrin, "Army Greenlights Controversial Intelligence System," 20 December 2012, *FCW: The Business of Federal Technology* at http://fcw.com/articles/2012/12/20/army-intelligence-sharing.aspx. Accessed 4 March 2014.

14. Cultural awareness is essential when we interact with other cultures. People see, interpret, and evaluate things differently. What is considered an appropriate behavior in one culture is frequently inappropriate in another one. All personnel are required to be exposed to various languages and cultural orientations to address cultural sensitivity.

15. The Strategic Objective of the LANDISRNET program, the forerunner of the Army LandISR Program, was to extend and integrate Army with Joint ISR, DoD Intelligence and IC networks and structure.

16. Henry Cuningham and Allison Williams, "Forscom G2: Col. Todd Megill," *Elite*, 1 January, 2012, http://fbelitemag.com/articles/2012/01/03/1138808. Accessed 26 December 2012.

17. U.S. Army Intelligence Center of Excellence, *Intelligence 2020* (Fort Huachuca, AZ: U.S. Army Intelligence Center of Excellence, 2 July 2012) 3.

Editor's Note: The bibliography for this article is provided at the online MIPB at https://ikn.army.mil/.

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TBOC: Training for Operational Adaptability

by James V. Slavin and Karl E. Wingenbach

The days of having subject matter experts fill up a training calendar are in the historical report. As intelligence professionals, it is time to learn about training management and how you put the complexities of the operational environment into your unit's training and leader development programs.

> ***"The Army is working on giving commanders tools that help them train more tasks quickly in almost any training environment… ending the days of soldiers standing in lines at field tables or sitting through 100-slide presentations…creating engaging training opportunities and delivering the right training at the point of need…"***
>
> ***–General Robert W. Cone, CG, TRADOC***[1]

Training the Future Army for Operational Adaptability

While the Army remains engaged supporting Operation Enduring Freedom (OEF), it is simultaneously transitioning to an expeditionary Army consisting of regionally aligned, globally responsive forces that can dominate in any environment and against any threat, both current and future. The training challenges represented by the convergence of an austere fiscal environment, an increasingly complex and unpredictable operational environment (OE), and a new generation of leaders with extensive combat experience but limited experience in developing and conducting unit training, introduce risks to readiness that require cost effective ways to develop operationally adaptive and agile Soldiers, leaders and units.

The Army Training Strategy sums up the security environment concisely: "Th[e] complex global environment involves operations among human populations, decentralized and networked enemy organizations, an adversarial information environment, and true asymmetries stemming from unpredictable and unexpected enemy uses of weapons, tactics, and motivations...threats are likely to employ cyber operations and information warfare to either degrade our mission command capabilities or to conduct global perception management and influence campaigns."[2]

It is in this environment that we expect Soldiers and leaders to operate. This results in a situation where Soldiers and leaders must master and hone often divergent and even opposing skills. We expect the highest degree of lethality somehow tempered by compassion and understanding. Leaders and Soldiers at nearly all levels require not just skill and mastery of warfare, but also the cultural understanding of an anthropologist, the mediation expertise of a diplomat, the organizational skills of a city planner, the compassion of a Peace Corps volunteer, and the ability to balance near-term tactical objectives against long-term operational and strategic goals. Training for this complex environment, whether in a classroom, a unit, or in self-development, we must accelerate acquisition of judgment by presenting complex, realistic dilemmas that train Soldiers to think critically and quickly adapt to changes in the OE.

To meet these challenges, the Commanding General, U.S. Army Training and Doctrine Command (TRADOC) recognized the necessity to reinvigorate training, education, and leader development. He identified three imperatives to shape training for the Army of 2020:

- Return ownership of training to commanders and hold them responsible for engaging young leaders.
- Refine/improve understanding of the human elements of warfare in order to win "the clash of wills"–the fundamental goal of ***strategic landpower***.
- Harness technology to train faster, better, and more efficiently.[3]

What do these imperatives mean to intelligence professionals? While we remain dedicated to "No MI Soldier at Rest," the MI Corps must continue to focus itself on improving both individual and collective skills as part of the combined arms team to remain integral to decisive action. As clearly stated in the *Army Intelligence Training Strategy*, "In the current environment, Commanders do not train intelligence units in isolation. Rather, Commanders develop organizational proficiency as part of a combined arms or Joint team, supporting other Warfighting Functions to achieve decisive action. At all echelons, Army Intelligence plays a critical role in enabling military decision making within Mission Command, and formations must train collectively with other Warfighting Functions to attain proficiency."[4]

There are various means that assist our MI Soldiers as they train and execute OEF mission skills, but how will they continue to be challenged as they return to a home station training environment and as deployment frequencies

decline? How do we continue to put MI Soldiers into challenging environments, test their mettle, and surround them with large, realistic amounts of relevant data and information requiring analysis and production of detailed and accurate MI products that support the commander's mission?

Accomplishing this critical training task can be an enormous undertaking that is both time and resource intensive. Just as the MI Soldier uses the Foundry Program to maintain perishable individual technical skills and certifications and operational MI units use the Intelligence Electronic Warfare Tactical Proficiency Trainer to maintain collective proficiency, there is a complementary resource available that has vast experience in creating challenging and complex operational training environments and leader development products–the *Training Brain Operations Center (TBOC)*.

> ***"Replicating battlefield conditions, or realism, is a critical component to valuable training and is a current challenge, as identified by the Chief of Staff of the Army (CSA), across the force. The challenge is particularly detrimental to intelligence training, because each intelligence training event represents an opportunity to provide real-world, operational collection and analysis. Fictitious, artificial training environments help develop intelligence processes but unnecessarily limit exposure to actual intelligence in support of a Combatant Commander.[5]"***
>
> ***–Army Intelligence Training Strategy, January 2014***

The TBOC, an element of the TRADOC G2 and the OE Enterprise, is uniquely tasked and positioned to assist the Army in achieving the TRADOC CG's imperatives. The TBOC responds to Army training guidance and strategy by accessing real-world data, information, and knowledge, and shaping it for more focused application in training, education, and leader development venues. The TBOC supports home station and institutional training by providing depth and complexity to scenario and exercise development. It also helps commanders and key staff members become better training managers and exercise designers through application of the *Training Brain Repository (TBR)*. And, the TBOC develops *Army Learning Model (ALM)*-compliant OE visualizations and gaming products that are responsive to unit and institutional needs.

Training and Exercise Support

The TBOC provides commanders focused and scalable exercise design expertise and products to develop tough, realistic, and adaptable multi-echelon home station and institutional training exercises by replicating real world OEs. Historically, intelligence analysts rarely received much professional development or skills training during exercises and were not deeply integrated with the rest of the battle staff. Many engaged in white cell/red cell duties rather than their normal intelligence functions. Participation was limited due to the paucity of data, resulting in little to no analysis requirement. For example, the majority of intelligence reports were "golden nuggets" requiring action, but little analysis.

TBOC changes those conditions by providing real world data and exercise scripting, allowing intelligence Soldiers to be a full participant while exercising their Intelligence Warfighting tasks. The TBOC provides a unit intel shop with thousands of inputs to sort through, requiring real intelligence analysis techniques in order to support the operational commander's mission success. Additionally, introducing sensor data and reports can be used to answer commander's critical information requirements.

The TBOC transforms or "bends" real time operations and intelligence reports, surveillance feeds, and message traffic into a comprehensive training support package (TSP) to "fit" home station exercises using the Decisive Action Training Environment (DATE), a Regionally Aligned Force environment, or other exercise venues. Events are synchronized to occur in the right sequence within the exercise scenario. The result is an exercise developed within a complex, realistic, and integrated environment that challenges MI Soldiers as they utilize the DCGS-A system, drive operations, stimulate battle staff drills, and help meet the commander's training objectives. Additionally, the TBOC exercise support capabilities can enhance an MI instructor's program of instruction (POI) learning outcomes in less time and at significantly lower cost.

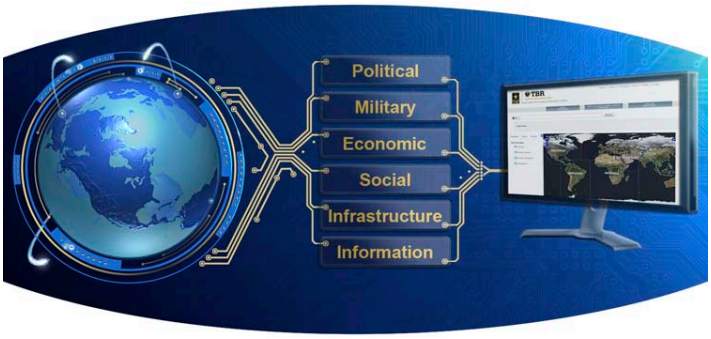
Adding additional depth and complexity to the OE and exercise design, the TBOC provides geo-specific products to increase realism, including:

- Road to War/Reception, Staging, Onward-Movement and Integration.
- Geopolitical and cultural demographics.
- Adversarial intent with tactics, techniques, and procedures.
- Cyber emulation.
- Social networks (friendly, neutral, threat), role player support packages, and village atmospherics.
- Master scenario events lists (MSELs).

TBOC is collaborating with TRADOC G2 Intelligence Support Activity (TRISA) at Fort Leavenworth to assist Centers of Excellence with integrating their existing programs of instruction into DATE. The end result is a series of products designed to familiarize the training audience with DATE, while supporting terminal and enabling learning objectives. Most recently, this collaborative effort has focused on support to the Maneuver Center of Excellence and Maneuver Support Center of Excellence through the integration of the Infantry Basic Officer Leaders Course and Chemical Basic Officer Leaders Course into DATE. Subsequent support will focus on the Armor Basic Officer Leaders Course, Reconnaissance and Surveillance Leaders Course, Ranger School, and the 344th MI BN Military Occupational Specialties (MOS) 35N/P POIs. TBOC continues to support MI Soldiers from company to Joint Task Force levels whether supporting company intelligence support teams or Battlefield Surveillance brigades with data and products tailored to support collective and individual tasks.

In the last twelve months, the TBOC supported over eighty home station exercises with a robust and relevant OE. As requests for support continue to grow in number and for new and varied OE conditions, such as cyber emulation, there is now a unique capability that is assisting units in building a robust exercise for themselves–the *Training Brain Repository*

The TBR was brought on line to elevate exercise support to a higher level. A collaborative web-based, step-by-step tool, TBR automates TC 7-101, Exercise Design, and significantly reduces exercise development time and effort. It enables commanders, TRADOC Centers and Schools, and other users to design their own exercises. For the MI trainer, the TBR walks staffs through selecting exercise training tasks and corresponding opposing force (OPFOR) counter tasks, establishing MSELS, and developing training documents, such as operations orders, annexes and timelines in order to produce and conduct tailored live training exercises. This capability reduces exercise design time from months to weeks, or even days, while also increasing the complexity, realism and depth of an exercise. The TBR also provides access to previously developed TSPs, and vignettes from operations and experiments, thereby shortening the design process even further. Lastly, the TBR is being incorporated into the Integrated Training Environment as a data storehouse for STARTEX data, OE content, and scenarios. For TBR access, go to https://tbr.army.mil/index.html.



With the success of the TBR we then asked, if we can do this for combined arms exercises, why can't we do this for individual MI skills? The TBOC is doing just that by partnering with the Department of the Army G2 and building the *Training Resource and Execution Kit (TREK).* TREK is a web-based, training-event planning tool that guides Counterintelligence and Human Intelligence trainers and users through the creation of new training materials or the repurposing of already existing materials tailored for MOSs 35L and 35M home station training events. Four tailored tools (Role Player, Human Network Analysis, Data Formatting and Transformation, and Exercise Design) help the trainer develop more focused and accurate training materials. The TREK concept can be easily repurposed to support other MI MOSs.

So what else is out there? A major component of home station training and exercise support is the TBOC's Attack the Network (AtN) and Advanced Network Analysis and Targeting (ANAT) training. The AtN team functions as an enabler for units by helping them apply OE information during all phases of the operations process (including the key integrated components of Design; Intelligence Preparation of the Battlefield; Intelligence, Surveillance, and Reconnaissance Synch; Targeting, and Assessment) to better achieve the commander's intent for assigned exercise missions. These programs come from the TBOC's original support to the Joint Improvised Explosive Device Defeat Organization mission; however, TBOC continually improves course content in collaboration with partners such as the MCoE, the Asymmetric Warfare Group, and the U.S. Military Academy Network Science Center. AtN and ANAT enable those trained to shape the OE for mission success by synchronizing lethal and non-lethal actions to *support* friendly networks, *neutralize* adversary networks, and *influence* neutral networks. The TBOC continues to witness the value of MI Soldiers having a better understanding of the human networks as well as an education on how to enable U.S. force interaction within them. This is what AtN and ANAT both provide. The TBOC is expanding its current train-

ing of four days of AtN training the week before an exercise by adding the mentoring of units during the home station event.

Virtual and Gaming Simulations. In support of the ALM and the MI Soldier, the TBOC, as the Army's largest single source for visualizations, also develops a range of virtual, constructive, and gaming replications that can significantly contribute to creating a student-centric blended learning training environment. Using real-world data, and the Army's Virtual Battlespace 2 (VBS2) and Unity game engines, the TBOC develops visualizations and micro-simulations that include 3D models, geo-specific terrain, and simulations for small unit and individual training.

TBOC and TRISA are collaborating to provide participants in TRADOC G2's OPFOR Academy a blended learning environment in the absence of live training teams. The project is a four-part project that enables exercise OPFOR role players the opportunity to study and practice OPFOR tactics prior to the exercise. TBOC is creating VBS2 training missions based off of ONESAF scenarios generated by the TRISA OE Lab that will allow trainees to play either the OPFOR or BLUFOR in a gaming environment. This gives them the unique opportunity to practice TTPs without the need of training areas or multiple role players. TBOC and TRISA are anticipating multiple packages will be produced that reflect different OPFOR tactics such as a platoon raid or containment ambush. It is expected that the training packages will be made available through the Army Training Network.

TBOC is co-developing, with the U.S. Army Research and Development Command, the Enhanced Dynamic Geo-Social Environment (EDGE), a multiplayer online trainer. Using common scenarios in a virtual environment, EDGE allows Soldiers to interact within their units and across the Army. Scalable from small to large groups, this initiative exploits the expectation for collaboration among leaders. For TBOC Simulations access, go to http://tboc.army.mil/main.aspx#128 https://milgaming.army.mil/VBS2/files/ResourceList.aspx?action=organization&name=TBOC.

Way Ahead

As the Army seeks innovative, cost effective ways to adapt the training environment and operationalize strategic landpower in a resource-constrained environment, the TBOC will continue to seek the best technologies and rapidly develop advanced capabilities to fully represent and deliver all facets of the OE. These efforts directly influence and impact the TRADOC Commander's training imperatives through integrated application of TBOC's unique capabilities. A fully operational TBR will allow unit commanders to develop robust exercises at reduced cost and achieve all training and leader development objectives, while refreshing unit trainers on how to plan and develop exercises. Our exercise support and AtN efforts provide many of the elements required for intelligence soldiers to better understand the complexities of the immutable human aspects of conflict. The TBR, TREK, simulations and visualizations work are prime examples of leveraging technology to meet the ALM vision of digitally enabled, face-to-face interaction oriented learning strategies. The TBOC populates these tools with the most current real world data, scenarios, and vignettes and places them directly into the hands of trainers. Collectively, these capabilities offer training efficiencies that mitigate risk while providing value added support to Army training and education, and leader development.

So, what can the TBOC do to help you remain "Always Out Front"? Reach out and expand your network at http://tboc.army.mil.

Endnotes

1. General Robert W. Cone, "Building the New Culture of Training," *Military Review*, January-February 2013, 14.

2. *The Army Training Strategy: Training in a Time of Transition, Uncertainty, Complexity, and Austerity*, 3 October 2012, 4.

3. Cone, 11.

4. *Army Intelligence Training Strategy*, January 2014, paragraph 1-4b, 2.

5. *Army Intelligence Training Strategy*, 6-7.

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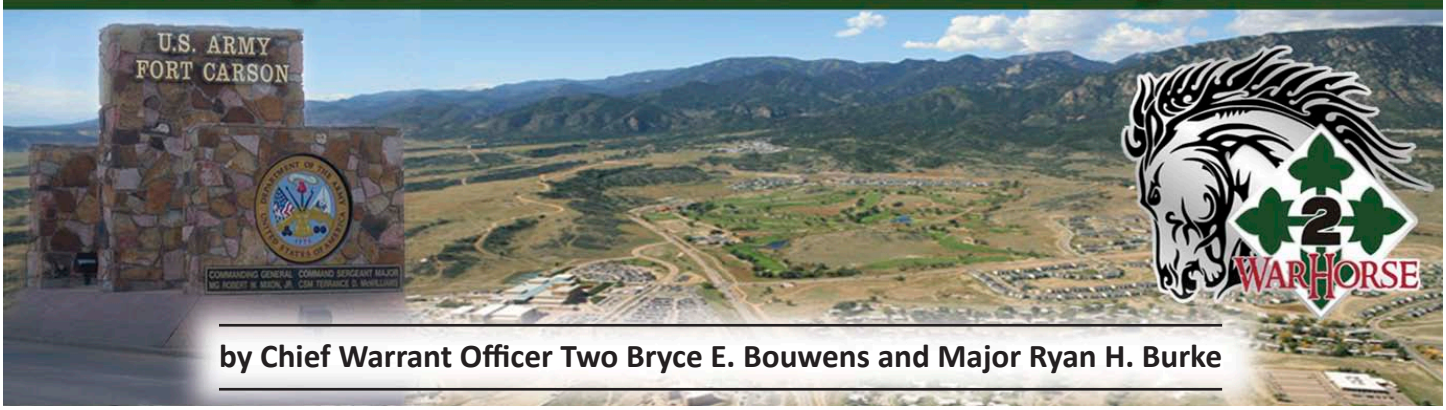
Warhorse Brigade's Successful Employment of DCGS-A, Enabling the Commander's Decisionmaking Process



by Chief Warrant Officer Two Bryce E. Bouwens and Major Ryan H. Burke

Introduction

This article focuses on the 2nd Brigade Combat Team (BCT), 4th Infantry Division (2/4 ABCT) successful use of DCGS-A during NTC Decisive Action Environment Rotation 13-08 training in preparation for the Theater Response Force mission Spartan Shield. The purpose is to highlight how the Warhorse Brigade capitalized on DCGS-A's tools, products, and capabilities to increase the Commander's common operational picture and situational awareness.

In 2/4 ABCT, we took advantage of a welcome confluence of training and experience on the part of subordinate commanders, technical expertise in our staff, and adequate training time and resources to deliberately focus on applying the capabilities of the Army Battle Command System (ABCS) to this problem. In particular, we sought to improve the ability of commanders throughout the BCT to understand, visualize and then describe all aspects of the operational environment: terrain, friendly, enemy, etc. For this purpose, we spent a great deal of time and energy to realize the full capability of the BCT's digital systems. In essence, we sought to become a "digital" unit not just digitally equipped.

One of the strongest successes in this effort was our ability to link the Intelligence digital systems to the Maneuver digital systems across the BCT. This was especially significant in our ability to connect from the upper tactical internet to those systems on the lower tactical internet through our terrestrially-based Force XXI Battle Command Brigade and Below (FBCB2) systems. Accomplishing this allowed us to share data while on the move–an essential and elusive aspect of modern mission command. In essence, leaders at all levels had near instantaneous access to SITTEMPS, SPOTREPS, and analyst assessments across the BCT footprint.

Numerous Field Support Representatives (FSRs), DCGS-A Embedded Trainers, Military Intelligence (MI) and Signal Corps Warrant Officers, and patient Commanders played an integral part in establishing the systems and network architecture. DCGS-A reduced the overall tactical risk throughout the Brigade's area of responsibility by providing the BCT Commander with the tools to visualize, analyze, and understand the threat. This resulted in the Brigade leveraging vast amounts of analyzed data, at various classification levels, to be disseminated to all commanders throughout the ABCT.

Background

During the 2/4 ABCT National Training Center (NTC) Decisive Action Training Environment Rotation 13-08, the Brigade Intelligence Support Element successfully employed the DCGS-A for dissemination of graphics and Correlated Enemy Data on both Upper Tactical Infrastructure and Lower Tactical Infrastructure. This is the first successful employment of the capability at the NTC by a rotational unit and validated multiple DCGS-A system capabilities.

Efforts to accomplish this began months earlier during unit collective training events. The Brigade's Field Training Exercise (FTX) at Colorado's Piñon Canyon Maneuver Site allowed the unit to identify configuration and coordination requirements between Intelligence (S2) and Communication (S6) sections, system capabilities, and additional training tasks objectives during the unit's NTC rotation. It validated the DCGS-A suite of intelligence systems enabling the Commander's decisionmaking process on both the Upper and the Lower Tactical Infrastructure at all tactical echelons through robust communications architecture.

2/4 ABCT operated DCGS-A version 3.1.6 SP 2 on SIPRNET and an Enhanced Position Location Reporting System based FBCB2 tactical network throughout the entire training cycle. During NTC, the unit elected to use organic DCGS-associated equipment rather than requesting NTC issued DCGS-equipment.[1] Network specific hardware consisted of the following:

- One Intelligence Processing Center (IPC) (formerly known as the Analysis Control Team Enclave or ACT-E) with two separate Intelligence, Surveillance, and Reconnaissance Fusion Servers (IFS).
- 10 Portable Multi Function Workstations (MFWS) (BDE ISR Integration Platoon).
- Two Portable MFWS (BDE S2 Operations).
- Five Portable MFWS (BDE S2 Plans).
- Two–Three Portable MFWS (Each subordinate BN).

Although both Combined Arms Battalions (CAB) and the Armored Reconnaissance Squadron were issued an IFS, the battalions elected not to use their servers and instead established a SIPRNET connection to the BDE IPC using connectivity provided by authorized S6 equipment.[2] FSRs configured each Portable MFWS, regardless of the role or echelon assigned, to connect to the SIPRNET IFS located in the IPC for access to appropriate databases and server functions. Concurrently, FSRs configured the IFS using appropriate manuals to facilitate communication through the *Publish and Subscribe Server* and the *Common Message Processor* through the following applications:

- C2R.
- Lumisoft Mail Server.
- LDIF/LDAP import.
- Interoperability Gateway.
- Entity Extraction Tool.
- Auto Plot Configuration.

Training Progression

Following post deployment reset all available 2/4 ABCT Intelligence Analysts attended New Equipment Training events during November and December 2012. The emphasis of the training centered on the Soldier Training Package applicable to the version 3.1.6 SP2 of DCGS-A.[3] This training covered basic user functions and configuration but provided limited instruction on use of the Publish and Subscribe Server to transfer graphics and Enemy Situational data from DCGS-A to other ABCS. Additionally, the training provided no instruction on passing messages from DCGS-Aon the Upper Tactical Infrastructure to FBCB2 platforms on the Lower Tactical Infrastructure. The communication infrastructure resident in the training facility influenced both issues listed above. Separately, training emphasized employment of the system in a Counterinsurgency (COIN) or security scenarios, rather than supporting combined arms operations. 2/4 ABCT continued training with the DCGS-A platform in February 2013 during an event involving Brigade analysts and the MI Company (MICO). It allowed collaborative intelligence processing of Human Intelligence, Signals Intelligence, Imagery Intelligence, and All Source Intelligence facilitated by the 4th ID Foundry site. The training introduced Intelligence Soldiers to combined arms operations, however; the exercise also identified the need to train all Intelligence personnel throughout the Brigade on the employment of DCGS-A. (See Figure 1)

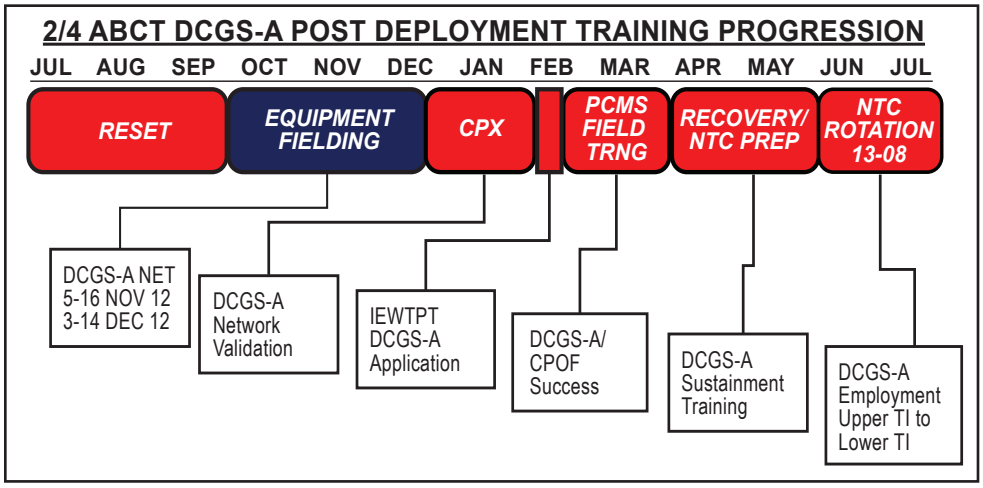


Figure 1. 2/4 ABCT Training Progression

Exercise Conditions for Piñon Canyon Maneuver Site

Field exercise conditions at Piñon Canyon consisted of approximately two weeks of Maneuver Company Situational Training Exercise (STX) lanes and one week of offensive and defensive lanes for each CAB. The weather conditions during the exercise presented a significant challenge as the unit faced a blizzard and two winter storms, as well as an austere environment requiring organic network capabilities. A security Intelligence Scenario developed by the U.S. Army Training and Doctrine Command's Training Brain Operations Center, or TBOC, allowed incorporation of exercise information, enemy significant activity, and basic enemy data for Intelligence Analysts to exercise procedures and methods of analytical development throughout the exercise. The scenario allowed the analysts to employ Intelligence Preparation of the Battlefield (IPB) functionality of the DCGS-A, develop Enemy SITTEMPS, and correlate data using the DCGS-A. Separately, a command decision to establish and utilize all exercise traffic and ABCS platforms on SIPRNET facilitated Upper Tactical Infrastructure communication. Ultimately, this decision reinforced and emphasized

the "train as we fight" mentality and established the foundation of digital efforts throughout Piñon Canyon and NTC.

Data Transfer to CPOF and on the Upper Tactical Infrastructure

During exercises at Piñon Canyon, the Brigade Intelligence Support Element successfully developed enemy graphics consisting of Doctrinal Templates, Situational, Named Areas of Interest (NAIs), and Event Templates. These overlays, developed through the MFWS 2D Map functionality, were sent through the Publish and Subscribe Server maintained by the S6 section on SIPRNET and successfully plotted by S2 Operations and Plans personnel on the Command Post of the Future platform (CPOF). This action was a fundamental step enabling the Brigade and subordinate battalions initial transition from a "Digitally Capable Unit" to a "Digitally Operational Unit."

Additional considerations discovered during the development and transfer of these overlays was the requirement to use correct STANAG 2525B symbology resident in the symbol palette of the 2D mapping system rather than the drawing tools available to the MFWS. Failure to use the resident symbology resulted in rejected items in the Publish and Subscribe Server Topic Manager. Ultimately, the graphics drawn outside of the symbol palette did not transfer or display on other ABCSs.

During the combined arms portion of the exercise, the Brigade Intelligence Support Element utilized the symbol palette as a method to track enemy activity and movement. This method is ill advised as it only transmitted as a graphic message, containing limited information, instead of an Enemy Situation Message that contains more detailed information derived from the Theater Entity Database.

While each of these efforts focused on enabling the Commander's decisionmaking process at each tactical echelon, the Brigade Intelligence Warfighting Function identified that alternative communications methods must be employed if a battalion lacked connectivity to the Brigade's Upper Tactical Infrastructure. This led efforts to identify software programs resident in the DCGS-A suite and develop procedures that would allow direct dissemination from DCGS-A platforms to each battalion's organic FBCB2 equipment on the Lower Tactical Infrastructure.

Exercise Conditions for NTC

Exercise conditions for NTC consisted of 4 days of RSOI, 8 days of STX Lanes, 10 days of maneuver operations against the opposing forces (OPFOR), and 8 days of recovery/redeployment. During the combined arms maneuver/security portion of the training, the Brigade conducted a deliberate defense, counter attack, and movement to contact. Concurrently, security training consisted of typical COIN issues similar to those previously encountered in Afghanistan or Iraq integrated through a mutually supporting scenario with the combined arms training.

Throughout the STX lanes and the maneuver operations against the OPFOR portions of the rotation, MICO and BDE analysts employed DCGS-A platforms in an austere environment to develop refined IPB products. These included detailed Situational Templates, NAI Overlays, and Event templates to support the Military Decision Making Process.

Data Transferred to ABCS Platforms

During the RSOI portion of the NTC rotation, Brigade analysts, the MICO All Source Technician, and DCGS-A FSRs worked with Brigade communications personnel to conduct a validation exercise to verify basic connectivity between all Portable MFWS, the IFS Server, and the network.[4] The validation exercise included all Brigade and most Battalion Intelligence leadership, analysts, and DCGS-A FSRs to establish, develop, and maintain DCGS-A communications procedures across the formation. Hindsight showed the need to have all battalion Intelligence soldiers and their hardware present.

Guidance reflecting specific messaging requirements for DCGS-A was not thoroughly defined from NTC. Therefore, the Brigade developed an ad hoc requirement for DCGS-A to send and receive applicable messages to include, but not limited to, Enemy Situation Messages and Graphics Messages through the Publish and Subscribe Server to other ABCS platforms. During this period, the Brigade successfully sent multiple Enemy Situation Messages, graphics including NAI Overlays, and Enemy SITTEMPS to multiple ABCS platforms. This included the Advanced Field Artillery Tactical Data System (AFATDS), Air and Missile Defense Workstation (AMDWS), CPOF, and Tactical Airspace Integration System (TAIS).

This enabled each staff section to integrate Enemy SITTEMPS into the planning process and allowed the Brigade staff to refine operational plans and orders for the rotation. During the RSOI period, the transmission of these products from the Upper Tactical Infrastructure to the Lower Tactical Infrastructure (DCGS-A to FBCB2) was not exercised due to issues resulting from a fourth quarter Information Assurance update that interrupted the Java platform activation pathway. This update disabled the executable command for the Common Message Processor.

As the unit transitioned into STX lanes, personnel re-established connectivity in an austere environment and pre-

pared for maneuver operations against the OPFOR training. During this eight day period, analysts continued submitting messages through the Publish and Subscribe Server to ABCS and subscribed through the Publish and Subscribe Server subscription manager to messages from those same ABCS. Additionally, analysts configured the Entity Extraction and Auto Plot Configuration interfaces of the MFWS to receive and display friendly graphics from other brigade systems. This allowed the Portable MFWS to receive and display friendly graphics transmitted from the AFATDS, AMDWS, CPOF, and TAIS.

When analysts subscribed to the appropriate Publish and Subscribe Server feeds, FBCB2 position reports and observation reports sent from the FBCB2 network were extracted, displayed, and synchronized on each Portable MFWS in the Brigade Tactical Operations Center (TOC). Approximately halfway through the rotation, 52 ID (NTC HICON) directed personnel operating AFATDS to switch from the Publish and Subscribe Server to the Division Data Distribution Service to facilitate transmission of 52 ID graphics between Brigade and Division AFATDS. This action effectively severed the ability to transfer graphics and Enemy Situation messages using the Publish and Subscribe Server between DCGS-A and AFATDS at the Brigade level.

Transferring Data from the Upper Tactical to Lower Tactical Infrastructure

FSRs resolved the JAVA platform interruption issue and reestablished the pathway that allowed the Common Message Processor to activate during the closing days of Situational Training Lanes. This allowed analysts to generate and send Variable Message Formatted data such as graphics, Freetext, and Entity Data Messages from Portable MFWS to selected FBCB2 platforms. Initial tests consisted of Freetext messages, Entity Data Messages, NAI, and Enemy SITTEMP graphics sent to the Brigade S2 Operations FBCB2 to verify receipt and display of the products on an FBCB2 system. Once verified, these messages were sent to various FBCB2 platforms resident in tactical vehicles across the Brigade formation and verified through Freetext message responses received by the DCGS-A Journal Entry Viewer.

During the tests, analysts discovered that the number of FBCB2 platforms selected to transmit the data adversely affected the transmission speed of the data. To circumvent this delay, internal protocols were established. They consisted of transmitting graphic messages to only the Brigade S2 FBCB2 platform initially and then further transmission across the tactical footprint. Entity Data Messages were transmitted to the Brigade FBCB2 platform manned by the TOC Radio Operator for transmission to subordinate units.

Although highly successful, the transmission of Enemy SITTEMP and NAI overlays resulted in some minor confusion. For example, some enemy graphics such as battle positions and operational graphic control measures displayed using only black colors and small text consisting of "ENY." Additionally, the development of these communication procedures and capabilities occurred in a relatively short time. This resulted in knowledge gaps and communication issues that presented a challenge for Portable MFWS and FBCB2 operators. At times, Enemy SITTEMP graphics were not displayed due to the FBCB2 operator misunderstanding or error. Also, DCGS-A operators misunderstood the requirement to use the MFWS Journal entry viewer to view and plot incoming messages.

Identified Challenges

Additional challenges impeded the full utilization of DCGS-A communication capabilities. These originate from a lack of understanding across the Army of DCGS-A networking requirements, individual sustainment training on functionality, and FSR support. The single most severe impact to DCGS-A functionality observed was the failure of some units and organizations to segregate Portable MFWS into a separate Operator/User group protecting the platforms from automatic updates. These updates often stripped DCGS-A user accounts and FSR administrative accounts from each laptop rendering them ineffective. Additionally, S6 sections must enable Battalion Command Post Network Servers to recognize or allow Portable MFWS and DCGS-A IFS server's internet protocol addresses, as well as allow these addresses access to the network. A solution is the designation and training of an ABCS Knowledge Manager within all Army echelons from tactical to strategic. The Knowledge Manager needs to know the requirements and capabilities of each ABCS including required updates and communication methods.

Second, Intelligence Analysts attended New Equipment Training approximately six to seven months prior to the NTC rotation. However, Soldiers did not conduct sustainment training on the system. Their lack of training and consistent use of the system resulted in them failing to retain the basic functionality and knowledge of the system. An emphasis on digital training and sustainment training for low density Military Occupational Specialties and unit staffs will mitigate DCGS-A user knowledge loss.

Finally, lack of consistent support from FSRs and Embedded Trainers restricts consistent use of the system. Fortunately, the Brigade enjoyed full, unwavering, and energetic support from level one and level two FSRs throughout the training

cycle. Peer-to-peer dialogue indicates a lack of support or contractor accountability. This adversely affects the unit's capability to perform the mission assigned. Possible solutions to this issue include a detailed screening process to identify the most capable applicants and involving the supported unit in contractor performance evaluations.

Training Recommendations

Employing additional training opportunities across the Army will enable full use of our digital systems. A four-tiered model that includes new equipment training, advanced equipment training, integrated ABCS training, and unit sustainment training will encourage consistent use of the DCGS-A system. Additionally, units should identify platform subject matter experts (SMEs) for each ABCS and send them to applicable training (such as the currently suspended Master Analyst program for DCGS-A at Fort Huachuca) to further enable unit capability and use of each digital system.

Training could initially occur utilizing a centralized, on-post training facility that incorporates all ABCS platforms including the FBCB2. Units identify personnel requiring training on specific systems based on duty position and send them to a course allowing them to train on their selected systems. Training focus should concentrate on basic use of each system, transition to advanced training, and culminate with the integration of all systems in maneuver operations against OPFOR scenario requiring Soldiers to communicate between ABCS platforms on both Upper and Lower Tactical Infrastructures. Many of these training centers exist across the Army, however they are likely under-utilized and require a command emphasis in order to further develop these capabilities across the Army. Unit sustainment training should follow a similar track. As units prepare for deployment or FTX, they incorporate mobile training teams for equipment fielding and software updates.

Identification of SMEs enables units to identify individuals responsible for systems integration and identification of training requirements to develop the use of digital systems. Soldiers identified should attend specific training to enable knowledge proficiency and use of each system. The development and use of Additional Skill Identifier codes will aid the assignment and personnel management of these Soldiers across the Army.

Conclusion

Despite extensive contention that what the Warhorse Brigade attempted was not possible, it successfully employed the DCGS-A network. The Brigade proved that the system works and is effective. It provided unparalleled situational awareness for commanders and battalion staffs by providing the ability to transmit enemy templates, enemy unit locations, and additional intelligence from DCGS-A Portable MFWS on the Upper Tactical Infrastructure to tactical systems like the FBCB2. This gave the leaders the intelligence they needed to make decisions on the move and outside of their TOCs. It enabled the commander's decisionmaking process at all tactical echelons in the event subordinate units were unable to establish Upper Tactical Infrastructure networks.

Ultimately, tenacious Soldiers and civilians contributed to the success. Reluctant commanders eventually embraced the system once they witnessed the benefits. All commanders embraced digital systems and encouraged aggressive information collection. The unit's training plan incorporated multiple FTX in austere environments allowing operators to test and adjust the system in deployment conditions. The plan required persistent use of the system that maintained operator knowledge. Finally, none of it was possible without reliable and consistent support from FSRs and Embedded Trainers, full coordination and cooperation between the Warhorse Brigade Intelligence and Communication Warfighting functions, patient commanders, and persistent Soldiers and Officers.

Endnotes

1. Appendix 1: Field Support Representative DCGS-A AAR.

2. Ibid.

3. PM-DCGS-A. *Soldier Training Package*, DCGS-A v 3.1.6 SP2. PM-DCGS-A, 2012.

4. Appendix 1: Field Support Representative DCGS-A AAR.

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Intelligence Architecture in an Expeditionary Environment

–MI Corps CG Newsletter, March 2014

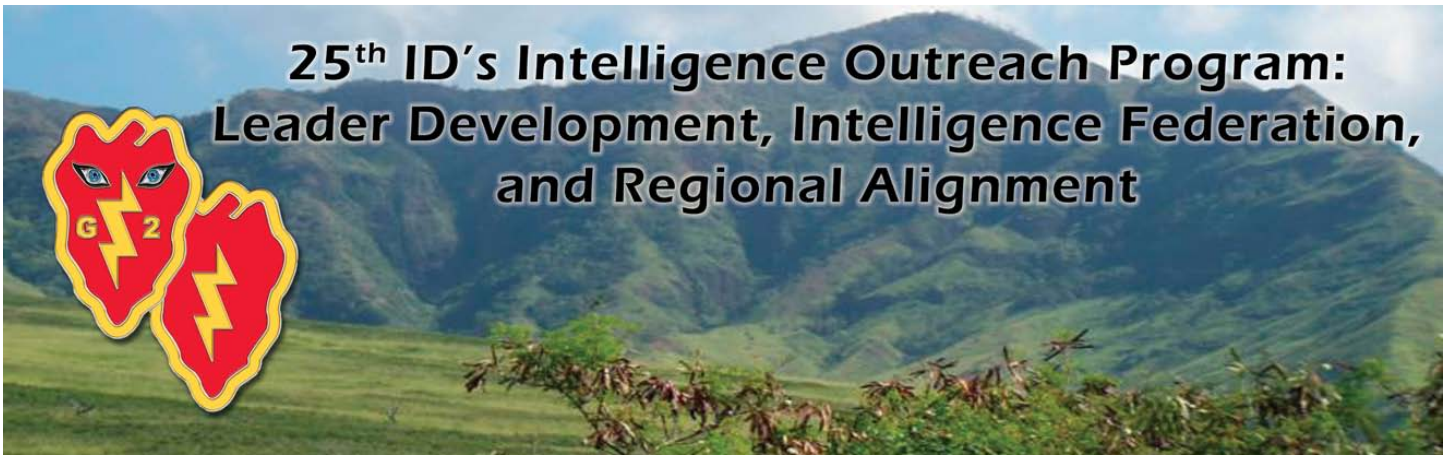
After a decade of operating from fixed sites in Iraq and Afghanistan, we in MI have lost certain skills we'll need in the future expeditionary Army. Feedback and lessons learned indicate that our skill in establishing a tactical intelligence architecture has atrophied; Combat Training Center (CTC) trends show that units have lost proficiency in establishing their intelligence architecture in a decisive action training environment. During these CTC rotations there are no pre-established intelligence and communications networks, and units struggle to establish their intelligence networks. Even when starting with a solid capability, most units are slow to re-establish the network after a tactical move, and some never achieve the full capability of the intelligence enterprise as we've designed it to support the tactical commander.

The Army is transitioning to an expeditionary posture, captured as *Integrated Distributed Operations* in the new draft Army Operational Concept. In the future, most units will deploy from a CONUS or fixed overseas base, probably into a contingency theater with little or no supporting infrastructure. We must become adept at planning the intelligence architecture we'll need, then continuously train and rehearse how to deploy this architecture, establish it, use it, and then redeploy it. We must regain our proficiency in accomplishing these vital tasks in all operational environments.

MI Publication 2-01.2, *Establishing the Intelligence Architecture*, provides a guide to planning, preparing, deploying, and redeploying the intelligence architecture from corps to maneuver company level during the conduct of offensive, defensive, and stability missions and tasks. While not specific to expeditionary operations, this publication was developed to account for the unique challenges accompanying them. I ask you to not only read it, but disseminate it to your subordinates at all levels, discuss it with key leaders, and integrate it into the training plan. MI Publication 2-01.2 is available electronically on the Intelligence Knowledge Network and Warfighter Forum (IKN) at https://www.ikn.army.mil/ under "Resources/Active MI Doctrine."

As the user interface to the intelligence architecture, the Distributed Common Ground Station-Army (DCGS-A) is a critical component of the intelligence enterprise. The U.S. Army Training and Doctrine Command Capability Manager-Sensor Processing has created an extensive library of DCGS-A informational, training, test and integration, lessons learned, and other products, along with operational and technical models that highlight the DCGS-A integration into the intelligence architecture. These products can be accessed on the Department of Defense milSuite website at https://www.milsuite.mil/book/groups/dcgs-atcm-sensor-processing or by accessing the milSuite website at https://login.milsuite.mil and typing "DCGS-A" in the Search box. Classified DCGS-A products can be accessed on SIPRNET at http://dcgsaconusbrain.mi.army.smil.mil.

These references will serve as valuable tools and reference guides to assist MI professionals in re-establishing our skills with deployable intelligence architectures.



25th ID's Intelligence Outreach Program: Leader Development, Intelligence Federation, and Regional Alignment

by Lieutenant Colonel Gregory Ford and Major Ammilee Oliva

Introduction

In today's changing environment, MI Soldiers must consistently develop skills and knowledge to be ready for any contingency. The 25th Infantry Division (25th ID) has developed a solution using Live Environment Training (LET) to build capacity and capability within the Division's Intelligence Warfighting Function ensuring no "MI Soldier remains at rest" and no unit begins its mission from a "Cold Start."

Following redeployment from Operation New Dawn in Iraq and the overall strategic rebalance to the Pacific, the 25th ID Intelligence team recognized a gap in regional knowledge and experience. The majority of the team had spent several years in Iraq or Afghanistan and did not know the Pacific as well. This gap prompted intelligence leaders to seek ways to rapidly develop, train, and maintain regional intelligence familiarity and expertise. One effort, an academic outreach, led to a series of intelligence outreach programs that embedded 25th ID Soldiers throughout the Pacific. These experiences rapidly became leadership development opportunities and created a knowledgeable, experienced, technically savvy, and professional intelligence team.

Academic Institutions

As part of the initial training plan, the Division G2 applied his previous experience as an Analysis and Control Element (ACE) Chief at I Corps. After returning from Operation Iraqi Freedom in 2012, the I Corps ACE reached out to the University of Washington and received support from its Henry M. Jackson School of International Studies. The university provided a day of classes for ACE personnel that began to build their knowledge of the Pacific. In Hawai'i, the 25th ID attempted the same and reached out to subject matter experts (SMEs) within higher education and sent all source analysts to several lecture series at the University of Hawai'i and the East-West Center. This allowed for analytical exchanges and for Soldiers to gain a different perspective of the Asia-Pacific region.

Regional Commands and Intelligence Organizations

Hawai'i is home to a Combatant Command, all the Service Component Commands, and several intelligence organizations, which enabled a greater outreach than is possible at other locations. This confluence of intelligence organizations led the 25th to begin looking at embeds within organizations on island. The 25th began coordination with the U.S. Army Pacific (USARPAC) and it's ACE from the 500th Military Intelligence (MI) Brigade. Through an amendment to the existing reachback agreement with the USARPAC ACE that supported the 25th with reachback while deployed to Operation New Dawn, the 25th placed Geospatial Intelligence (GEOINT) analysts within the USARPAC ACE. Instead of working on Southwest Asia imagery, they could begin working in the Asia-Pacific region.

25 ID MI Soldiers at the USARPAC ACE conducting their GEOINT LET with the 500th MI Brigade. This is the longest LET the 25th has, as it has been ongoing since the division returned from Operation New Dawn in December of 2012.

The program next expanded with placement of analysts within Special Operations Command–Pacific (SOCPAC). This came about from guidance from the Commanding General, 25th ID, MG Kurt Fuller. He wanted to ensure that the hard won experience of Special Operations Forces (SOF) and General Purpose Forces (GPF) was continued in the Pacific, as they were deployed. In this program, the 25th ID analysts were incorporated into SOCPAC's fusion cell, where they focused on threats throughout the U.S. Pacific Command (PACOM) area of responsibility (AOR). This exposure was instrumental in helping the division's analysts gain an understanding of the theater and the issues that concerned SOCPAC. Seeing further potential between SOF and GPF, MG Fuller directed the G2 to seek further opportunities with SOF, focused on PACOM issues. This guidance led to the placement of a 25th ID analyst forward deployed with an interagency task force. In this position, the analyst was able to support PACOM issues, gain valuable Joint, Interagency, Intergovernmental, and Multinational (JIIM) experience, and help SOF accomplish its mission.

Due to the growing trust and confidence in 25th ID Soldiers, SOCPAC also requested 25th ID Soldiers to support its operations in deployed environments. A team of 25th ID Counterintelligence/Human Intelligence (CI/HUMINT) Soldiers deploy quarterly to support SOCPAC's intelligence requirements in JSOTF-P and an Imagery Analyst deploys to support SOCPAC's urgent imagery requirements. Division Soldiers were able to professionalize their skills in this high-tempo LET atmosphere. The Imagery Analyst had already done an embed rotation with the USARPAC ACE and was able to use the skills developed during that rotation to support SOCPAC. With each rotation the Soldiers returned with sharpened skills, better understanding of the region, JIIM awareness, and how the PACOM intelligence enterprise works.

As the Division rotated Soldiers, the organizations that hosted 25th ID Soldiers and the Soldiers themselves provided great feedback. This led to the decision to expand the program to include more joint partners, as intelligence is inherently a joint concern. The 25th began to look at placing personnel within the PACOM Joint Intelligence Operations Center (JIOC), National Security Agency–Hawai'i (NSA-H), U.S. Forces Korea (USFK) J2, and CI and HUMINT organizations on Oahu.

The placement of personnel within the PACOM JIOC proved to be an enormous success for both parties. Working at the JIOC, 25th Soldiers gain a perspective that is unavailable at the tactical level, and the JIOC receives the analytical support of eager analysts. These embedded analysts included All Source and GEOINT Soldiers. After their three month rotation as embeds they provided the 25th with regionally smart, joint aware, and adaptive expertise. The 25th Division had several Soldiers return with experience briefing senior leaders on a daily basis and with one Private First Class recognized for her outstanding work at the JIOC who came back and immediately began training her fellow Soldiers on the research and analytical techniques she had learned. Her experience briefing during the PACOM Morning Intelligence Brief also increased her confidence which showed in her subsequent briefings within the Division. However, the 25th G2 was unable to put all of our intelligence disciplines there. This led to discussions with the 500th MI Brigade to place Division Soldiers within NSA-H.

Through the leadership of the 715th MI Battalion, the 25th ID developed a program that placed G2 Signals Intelligence (SIGINT) Soldiers into NSA-H for six month rotations. Training SIGINT Soldiers in garrison remains difficult due to intelligence oversight policies and lack of access. However, partnership with the NSA-H has been nothing but a complete success. The Soldiers were able to assist NSA-H with their important mission, while keeping individual SIGINT skills sharp, or in many cases growing new skills. The NSA-H also selected a SIGINT specialist to receive two months of additional training that provided him new skills that were required for the position that supported the NSA-H. As it came time for his six month rotation, they asked to keep him longer, which the 25th agreed to ensure the NSA-H got a return on its investment.

This program has grown so much that now the brigade combat teams (BCTs) have embedded their SIGINT Soldiers within NSA-H. The feedback from the first team of analysts who rotated back was completely positive. This embed program provided these analysts the ability to do their operational mission while still within the garrison environment. This truly ensures that we are keeping their skills sharpened, while also supporting an important strategic intelligence mission. With SIGINT being trained, there still remained two areas for the Division to expand. The first was for HUMINT and CI and the second was off-island.

For HUMINT and CI, the 25th was able to place personnel within U.S. Intelligence and Security Command organizations. This provided the HUMINT and CI Soldiers a completely different view than the tactical one they have experienced. The Soldiers supported the missions of these very busy units, and the 25th reaped the benefits of having smart adaptive collectors who were proficient in their core tasks after having applied them for the four month rotation. These turned out to be valuable opportunities for 25th

Soldiers. They were able to perfect their skill sets under the aegis of organizations with the proper investigatory authorities that the division does not have.

The 25th G2 Soldiers stayed on-island for all of these outreach programs, due to cost and a demanding Division calendar. With the Division Headquarters postured as a response force and the numerous exercises the Division participated in, it was a risk to allow too many personnel off-island. However, there was one off-island embed that was too good to pass up. That was the placement of an All Source analyst within the USFK J2 Fusion team.

The Division's Warfighter exercise was integrated within Ulchi Freedom Guardian, and embedding an analyst forward in Korea was a great way to build the bench for the exercise and for any potential contingencies. Through coordination with the USFK J2 team, the 25th pushed the analyst forward to USFK for a 90 day embed experience. What the Soldier got to experience was an eye opener for him. He saw the fusion of multiple disciplines on a daily basis that showed him the value of the fusion team. When he came back, he was the SME for the ACE on Korea, and more importantly he knew who to reach out to to discuss Korea issues. The Division continues to seek new opportunities and the 501st MI Brigade in Korea is taking advantage of HUMINT and CI analysts to assist efforts on the peninsula in 2014.

FOUNDRY

One of the most crucial pieces in making this occur was FOUNDRY. The FOUNDRY program enabled the 25th to place Soldiers in these training opportunities with the significant resources, technical expertise, and experience from the FOUNDRY team. As part of FOUNDRY 2.0, the 25th was tasked to place instructors within the Pacific FOUNDRY Platform. The 25th invested MOSs 35G (GEOINT Imagery Analyst), 35N (SIGINT Analyst), and 35F (Intelligence Analyst) Soldiers to become instructor certified and who then began training 25th ID and other intelligence Soldiers throughout USARPAC.

The 25th also sent two Soldiers to a FOUNDRY training event for U.S. Army Alaska Soldiers. Soldiers learned to plan, prep, rehearse, and execute a complex training event as well as sharing their knowledge and experience with a sister unit. This was a great success as we will get back trained and proficient instructors who will rejoin the Division and continue instructing, just as part of our formation. In addition, we placed our FOUNDRY program manager within the FOUNDRY platform team, to better synchronize our efforts. Although he is part of the 25th, he also assists the FOUNDRY platform in areas where they need help. It has truly maximized and streamlined our efforts to avoid any redundancy.

The 25th ID has learned several lessons which allow this program to succeed and continue to grow:

- **You must be willing to release the analyst to work on someone else's problem set, but you never release the Soldier.** With the Soldiers able to work on Oahu for many of the embedded opportunities, we easily let them work other intelligence issues. We did this because we knew we benefited from the work and even more by the better trained and experienced analyst we would have in return. However, the 25th always maintained contact with the embedded Soldiers to ensure that they were doing fine and to address any administrative issues they may have. The 25th worked with the gaining units to ensure that any issues were brought to our attention and could quickly be solved. As of this time, the 25th has only had one issue with an embedded Soldier and once that was brought to our attention, we quickly removed the Soldier from the position and found the right person to replace them.
- **It is an investment and all investments come with an upfront cost.** To lose someone from your formation for 90 to 180 days is a significant event however the two ACE Chiefs both developed innovative ways to mitigate the gaps. The initial cost was high as the 25th placed many of our perceived top performers into these embed opportunities; with the cost being additional training and focus on the remaining Soldiers to bring them to the level of that of the embeds. However that focused effort forced the noncommissioned officers and warrant officers to improve their own training skills and resulted in a stronger organization with even greater depth. The depth improved so much, that when the embedded Soldiers returned they were catching up with their peers on Army specific equipment and skills. The FOUNDRY instructors were a large upfront cost, but the dividend they will give when they return to the formation will easily pay back the time they spent away.
- **These are leadership development opportunities throughout the chain.** From the junior Soldiers responsible for their performance and conduct as part of PACOM JIOC or USFK J2 to the FOUNDRY Program Manager overseeing the 25th's efforts, all of these are leadership development opportunities. The junior enlisted must be prepared, trained, and certified to conduct these opportunities, which requires leaders ensuring that all occurs. This has provided a unique opportunity to stress and stretch leaders to account for their Soldiers when they are operating away from the unit. It also places personal responsibility on the junior

Photographer: MAJ Jan Stewart

25 ID MI Soldier discussing intelligence operations with a Thai Soldier during COBRA GOLD 14 in Thailand.

enlisted to perform at the same high levels that they do within the Division as when they are on the training opportunities.

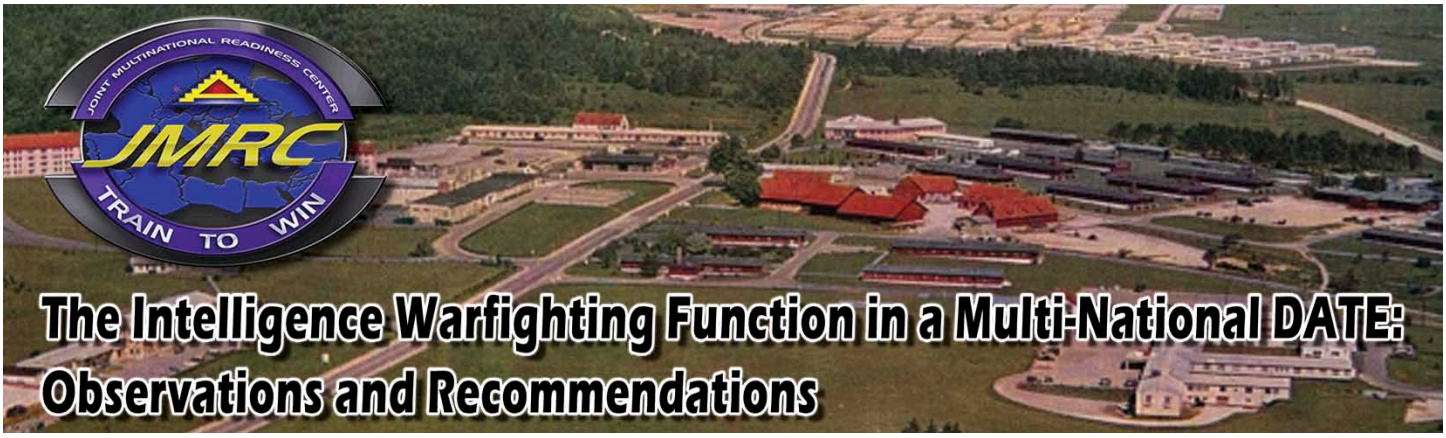
- **Improved motivation and understanding of the PACOM AOR.** This was a twofold win for the 25th. All the Soldiers enjoyed being in a different environment and doing their operational intelligence mission on a daily basis. The enthusiasm was great and upon their return other Soldiers were excited and couldn't wait for their opportunity. This was critical for the Division G2 as it transitioned from a deploying headquarters to a responsive headquarters. The 25th Division is ready and poised to respond to contingencies throughout the PACOM AOR, but the Division's intelligence Soldiers need to be ready before the alert. The returning Soldiers brought their eagerness and excitement for intelligence work back to the unit and it rapidly spread, so that all analysts were eager to do their operational mission.
- **Knowing who to call.** To tap into the greater intelligence enterprise, sometimes it is who you know that makes all the difference. One key benefit from embedding personnel into another organization is that you are able to benefit from their knowledge of who the personnel are in the organization who matter to your unit. The 25th placed analysts primarily in the PACOM JIOC South East Asia Division, because that is where the 25th's attention was focused. The embedded analysts rapidly grew to know everyone in the Division and knew who worked when, what their specialties were, and who to call in the event of a crisis. That knowledge has positioned the 25th for even greater success should it deploy and require reach back to higher intelligence organizations.
- **Use the Theater Intelligence Brigades (TIBs) as the "Anchor Point."** The 25th is lucky to be in theater with two TIBs, the 500th and 501st MI Brigades. Initially starting with the 500th, the 25th placed Soldiers within the USARPAC ACE and NSA-H, both of which relied on the support of the 500th. In our expansion to the Korean Peninsula, the 501st MI Brigade was absolutely critical in making this occur. They offered everything the 25th could ask for, and several things we didn't know to ask for. The Pacific FOUNDRY Platform, under the 500th, has been the linchpin for the 25th's efforts. Without the leadership and support of COL Mangan and COL Chung, the 25th would not have the success we have had with these efforts.

Conclusion

Hawai'i remains a unique place for the intelligence professional, due to the great confluence of intelligence organizations and agencies on island. Through the growth of the PACOM Intelligence Enterprise, this has provided the 25th numerous opportunities to place Soldiers into different intelligence positions and to grow their skills, expertise, and regional knowledge. This ensures that there is no MI Soldier at Rest and that the Commanding General, 25th ID has a ready and proficient intelligence team.

LTC Gregory J. Ford is currently assigned as the G2, 25th ID. Previous assignments include Battalion S2, Company Commander, and BCT S2 in the 101st Airborne Division (Air Assault) with service in OEF I, OIF I, and OIF 05-06. He served as the I Corps ACE Chief, with duty as the MNC-I CACE Chief during OIF 09-11, then was assigned to USARPAC, where he served as the G2 Operations Officer before becoming the 25th ID G2.

MAJ Ammilee Oliva is the Deputy G2 for the 25th ID, Schofield Barracks, Hawai'i. She holds a Bachelor's Degree from Northeastern University, a Master's Degree from Webster University, and a Master's of Military Arts and Sciences from the School of Advanced Military Studies. She is a graduate of the MI Officer Basic Course, the MI Captain's Career Course, the Command and General Staff College, and the School of Advanced Military Studies. Her assignments include Company Commander in the 743d MI Battalion and operational deployments to Iraq and Afghanistan.



The Intelligence Warfighting Function in a Multi-National DATE: Observations and Recommendations

by Lieutenant Colonel Eric M. Walthall

Introduction

The end of Operation Iraqi Freedom, the drawdown of forces in Operation Enduring Freedom (OEF), and the withdrawal of multiple brigade combat teams (BCTs) from Europe have led to a change in focus for the Joint Multinational Readiness Center (JMRC) located in Hohenfels, Germany. The primary focus is no longer developing and conducting mission rehearsal exercises (MREs) for brigades deploying to Iraq and Afghanistan. JMRC has shifted focus to the development and conduct of multinational decisive action training environment (DATE) rotations, while maintaining the ability to conduct MREs for brigades deploying to Kosovo force (KFOR) missions and multinational partner battalions deploying to Afghanistan as combat arms battalions or North Atlantic Treaty Organization (NATO) military advisor teams (MAT) and police advisor teams (PAT).

In fiscal years 2012-2013, JMRC executed two MREs for brigades deploying in support of OEF, two DATE rotations, three KFOR MREs, and six MAT/PAT or battalion level multinational MREs.

Fiscal year 2014 at the JMRC includes three multinational DATE rotations, involving the regionally aligned force (RAF), two KFOR MREs, on Aviation Brigade MRE, and two MAT/PAT or multinational battalion level MREs. The change in the design and execution of rotations at JMRC, from pre deployment MREs to multinational DATE rotations has resulted in multiple observations. The purpose of this article is to outline three key observations and offer recommendations to brigade leaders and S2s preparing for assumption of the RAF mission.

What does this mean for the intelligence warfighting function team?

Figures 1 and 2 demonstrate the complexity of the problem a brigade S2 team will face when conducting a rotation at JMRC. Disseminating information/intelligence obtained from an unmanned aircraft system (UAS) asset flying in support of the brigade is not as simple as entering an icon into the Force XXI Battle Command Brigade and Below (FBCB2) system or a chat room. Each nation comes with different tactics, techniques, and procedures as well as capabilities and readiness levels. The challenge for the brigade S2 will be establishing a threat common operating picture (COP), within foreign disclosure regulations, to an extremely complex organization. The most common intelligence capabilities provided by partner nations to multinational rotations at JMRC are individual battalion S2s, UAS, low level voice intercept teams, human intelligence collection teams, and individuals to augment your operational management team.

Trends

Trends observed in this article come from multiple JMRC rotations to include an OEF MRE, three KFOR MREs, rotation 14-01 (COMBINED RESOLVE I) the first multinational DATE rotation involving a US RAF BCT command post (CP), as well as multiple NATO and multinational training exercises and command post exercise throughout Europe involving U.S. Army command posts.

Trend 1: This may be a tasking for your unit, but it isn't for your multinational partner. The last thing an officer or noncommissioned officer may want to do after finishing a rotation at the National Training Center or Joint Readiness Training Center is to recover and deploy to the other side of the world to conduct a major training exercise. A common trend for our CPs tasked to support multinational exercises is arriving for the exercise without doing any homework. It is sometimes as simple as reading the operations order that has been produced to drive the exercise before arrival. The exercise may feel like a tasking designed to build partner capacity and increase interoperability, but to your multinational partner the training event is most likely the culminating exercise of 12 to 24 months of preparation. Your

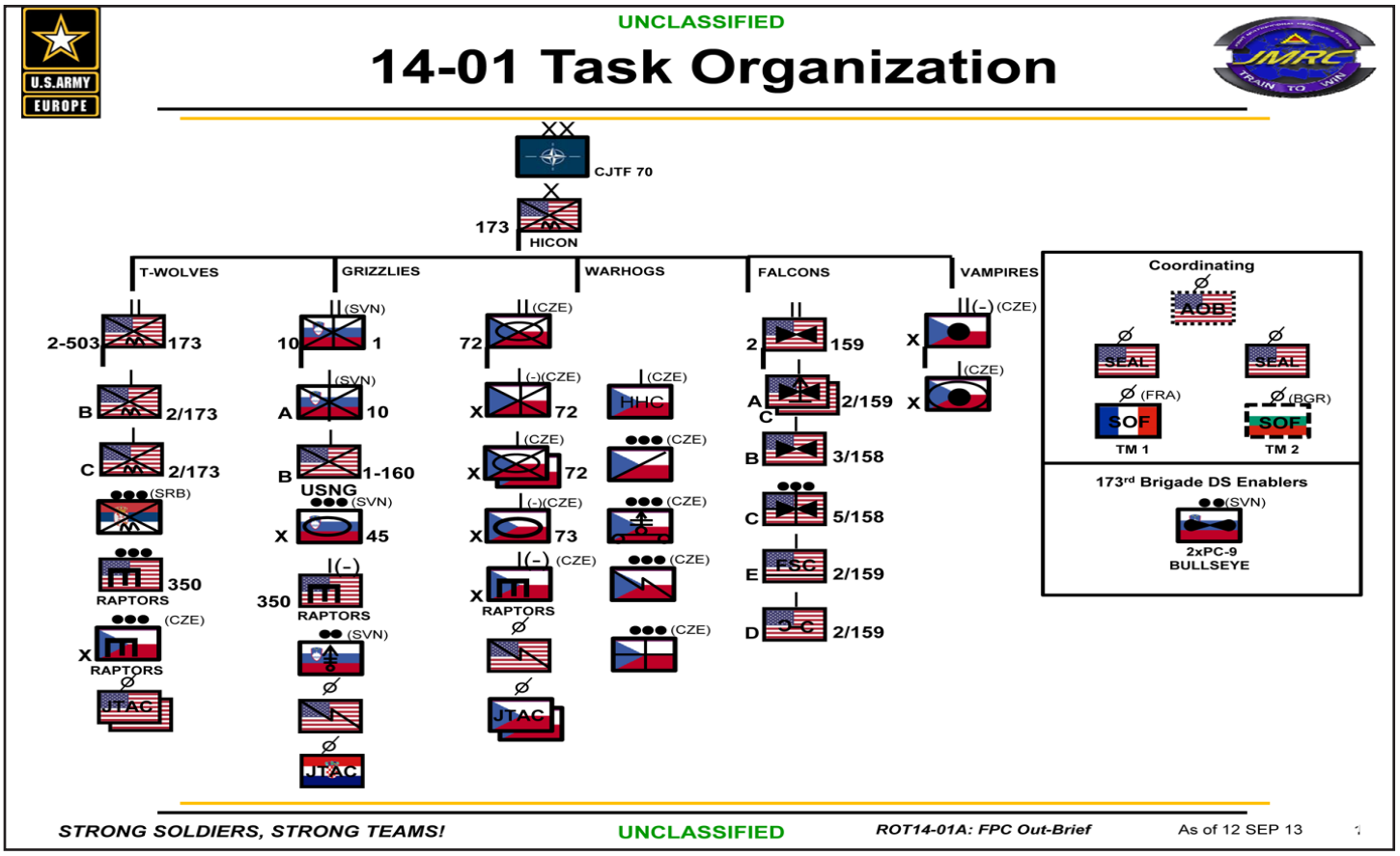


Figure 1. 14-01 Rotational Training Unit.

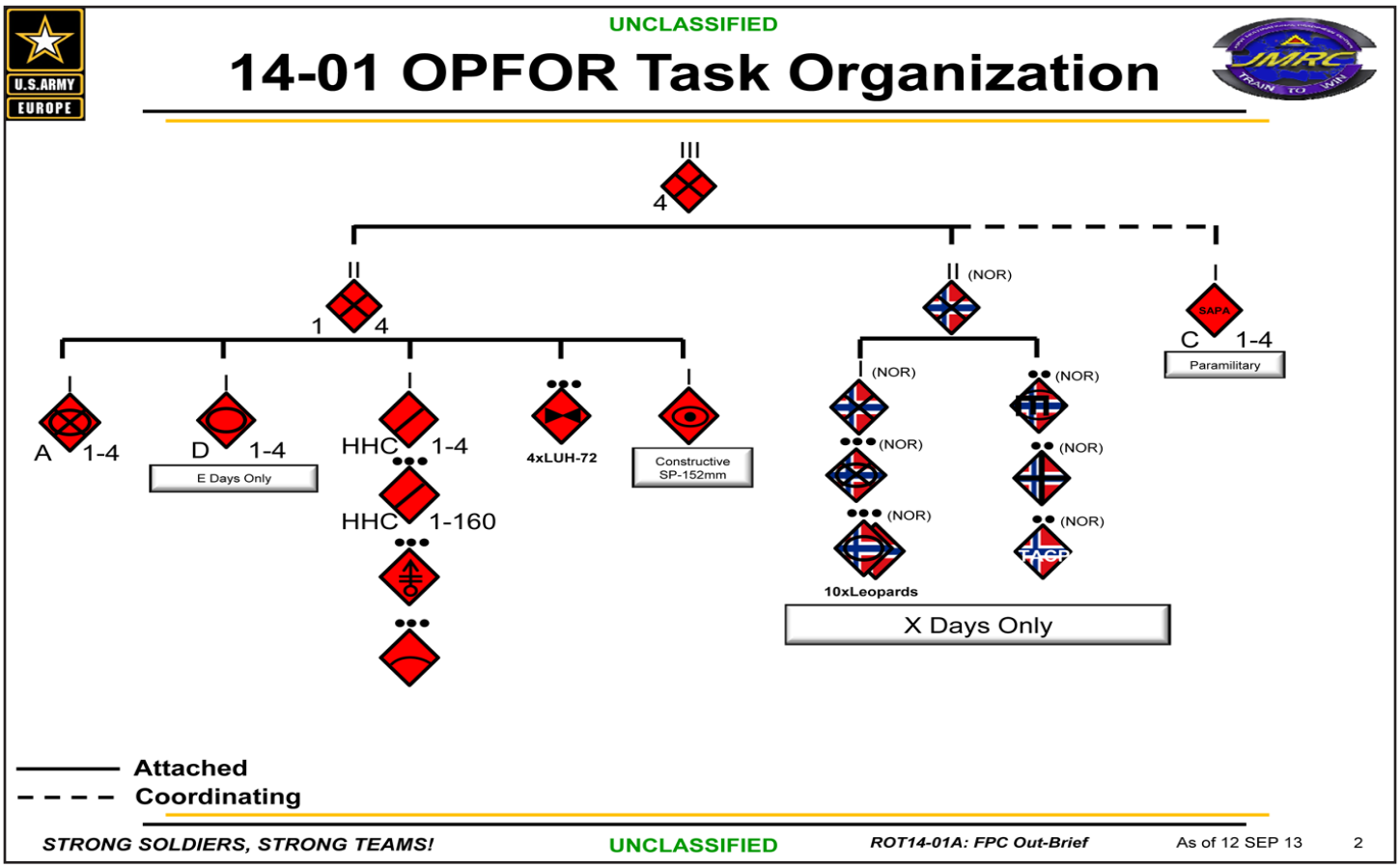


Figure 2. 14-01 OPFOR Task Organizations.

multinational counterpart will likely be observed by his or her national level leadership during the conduct of the exercise.

This lesson has been observed across each warfighting function. A brigade S2 can succeed by following a few recommendations: do your homework, attempt to establish communications with your multinational partners prior to the training exercise in order to understand their capabilities, and integrate your multinational partners immediately upon arrival to include orders briefings and rehearsals. Conducting an information collection rehearsal involving multinational partners is another tool that can assist in synchronizing the collection plan while integrating multinational intelligence collectors and analysts into your team.

Trend 2: Maintaining an Enemy COP. The most painful task a brigade S2 and his or her operations section will have during a multinational DATE rotation is maintaining a threat COP. Each of your subordinate battalions will likely utilize a different method of maintaining a COP, a different method for communicating, as well as different levels of training. Most multinational battalion and brigade CPs observed have been very effective in maintaining a COP through traditional non-digital methods as they will not have the Command Post of the Future (CPOF), Distributed Common Ground System-Army (DCGS-A), or FBCB2 systems.

While multinational CPs are effective in maintaining a non-digital COP, U.S. CPs have had problems incorporating non-digital information from subordinate units into our systems in order to maintain a COP and facilitate our commanders decision making process.

> ***The S-2 operations team focuses on threat activity within the brigade's area of operations and area of influence that affect the current operation. The S-2 operations team uses the DCGS-A enterprise and automated tools to continuously integrate information and intelligence products from subordinate battalion S-2s and supporting ISR organizations to update the threat situation. This situation assessment forms the threat portion of the brigade COP.[1]***

The key lesson learned from Exercise COMBINED RESOLVE I (14-01) was the attachment of a command post node (CPN) team with associated personnel to each multinational battalion CP. The CPN provided access to an unclassified closed network which replicated a "Mission Secret" network that may be used by NATO organizations for a specific mission. At JMRC this network is named CONET. Both the Czech and Slovenian Operations and Intelligence battle captains effectively utilized Transverse Chat software on CONET to communicate vertically to brigade and horizontally to their adjacent battalion S2s, while continuing to use their national tactics, techniques, and procedures with assigned companies on FM radio networks. The ability to chat with adjacent unit intelligence sections was a capability both battalions had never had prior to COMBINED RESOLVE I.

The 10th Alpine Infantry Battalion (Slovenia) CP battle captains maintain their COP.

A Brigade S2 Operations section preparing for a multinational DATE rotation must be prepared to take information and intelligence provided through FM and chat rooms, and enter the information into U.S. systems (FBCB2, CPOF, and DCGS) as required by our commander and higher headquarters.

Another effective tool to increase the accuracy of the brigade COP is the use of 5 minute drills every hour or 30 minutes depending on the pace of the operation. Every 30 minutes the brigade S2 section should use FM or chat to facilitate a review of the threat COP with all subordinate S2s in order to refine the COP and synchronize assessments across the brigade. Remember, just because you can see an enemy icon on your CPOF or DCGS does not mean that a company commander can see the same picture.

Conclusion

The JMRC will execute exercises COMBINED RESOLVE II (14-04) in May and COMBINED RESOLVE III (14-08) in August–September of 2014. Our NATO and partner nations have identified the benefits of training at JMRC, and the demand to participate in exercises continues to grow. The draft task organization for 14-04 (Figures 3 and 4) shows that task organizing between nations will move from individual battalions under a U.S. led multinational brigade, to multinational battalions with companies from multiple countries. This may not be the way we will fight in the future, but it will allow more partner nations to benefit from conducting training at the JMRC in support of NATO and national objectives.

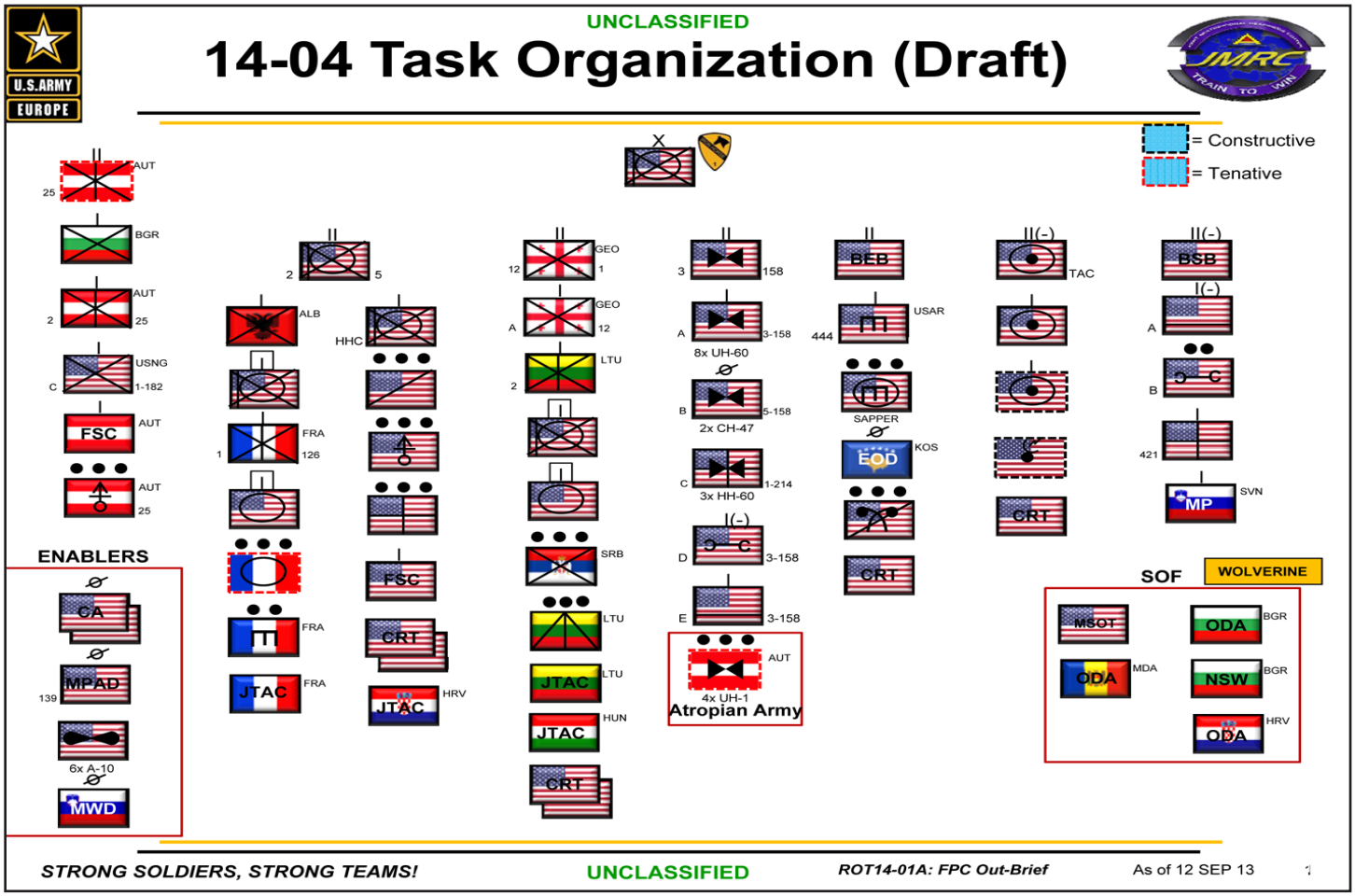


Figure 3. 14-04 Draft Rotational Training Unit.

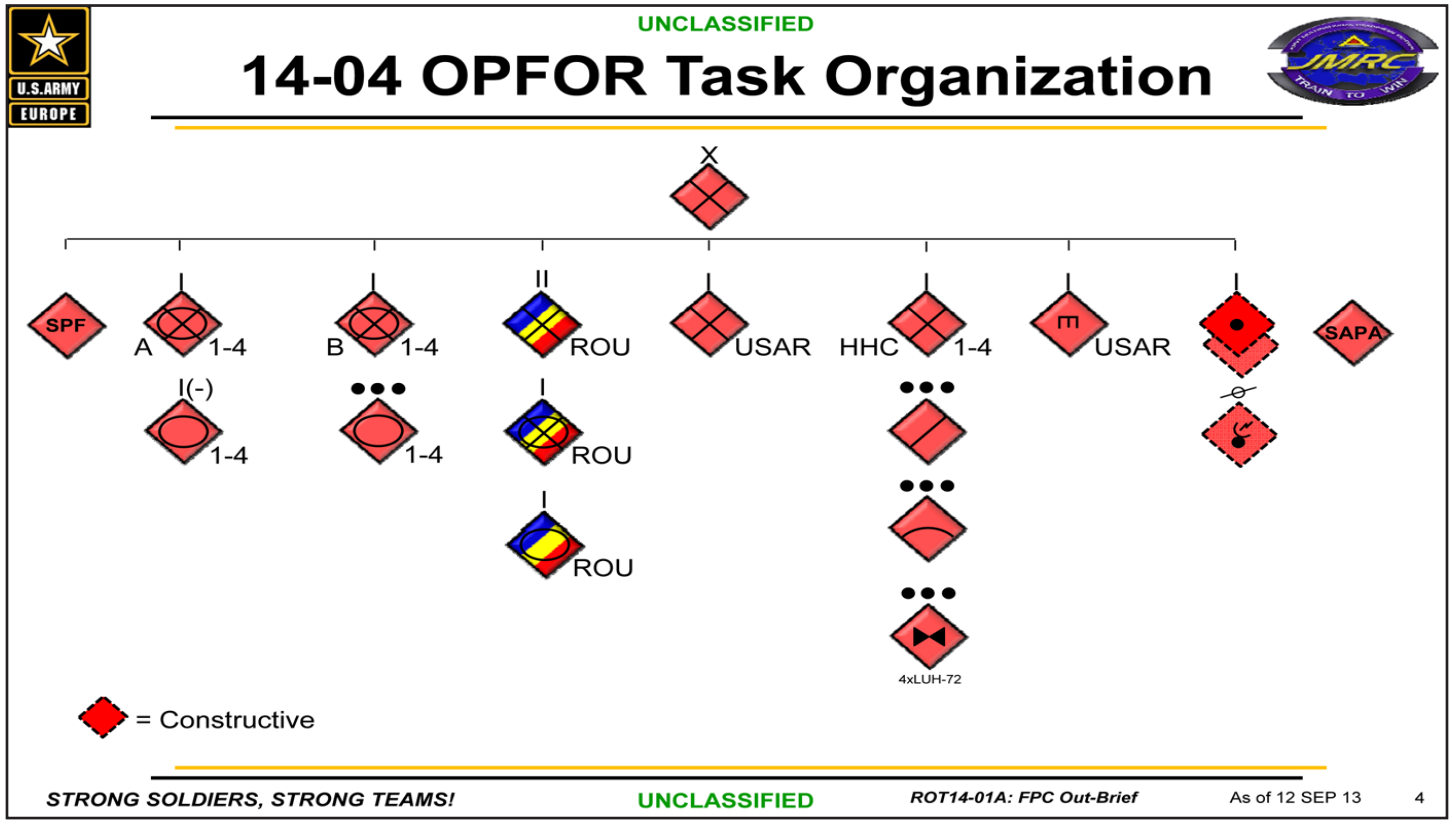


Figure 4. 14-04 OPFOR Task Organization.

Brigade S2s deploying as part of a RAF BCT for a multinational DATE rotation must be prepared for a complex environment involving multiple nations. Do not assume that traveling to Europe to participate in an exercise at JMRC, or any other location, is only designed to develop international relations. Do your homework. Make early contact with your partner nations. And most importantly, understand that for many individuals and organizations, conducting an exercise with a U.S. BCT will be the most high profile training event they conduct over a one to two year period. The example you set will shape future exercises, budgets, and willingness to partner with the U.S.

Endnote

1. FM 2-19.4, *Brigade Combat Team Intelligence Operations* (For Foreign Disclosure), 25 November 2008.

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Rethinking IPB Steps 1 and 2: Integrating Civil Information Management

by Captain Jennifer Purser

Introduction

The purpose of this article is to shed light on the missing pieces necessary to truly boost intelligence collection toward defeating insurgencies. The focus will be on some of the often misallocated, misunderstood, and under-utilized resources in this struggle–Civil Information Management (CIM) as gathered and stored by Civil Affairs Teams (CATs) and Civil Military Operations Centers (CMOCs). This paper will also identify how Civil Military Operations (CMO) pertain to insurgencies and many of the root causes of instability that tend to promote insurgency growth and activity. Civil Information and the management of that information is an untapped intelligence resource going to waste virtually everywhere that any Civil Affairs element is working because CIM integration with the Intelligence Community (IC) is virtually nonexistent.

FM 2-01.3 Intelligence Preparation of the Battlefield/Battlespace defines Intelligence Preparation of the Battlefield (IPB) as "a systematic process of analyzing and visualizing the portions of the mission variables of the threat/adversary, terrain, weather, and civil considerations in a specific area of interest and for a specific mission."[1] Proper IPB is conducted in four phases:

- Define the operational/battlespace environment.
- Describe environmental effects on operations/describe the battlespace effects.
- Evaluate the threat/adversary.
- Determine threat/adversary courses of action (COAs).

The constraints of combating unconventional warfare have caused the IC to become neglectful of IPB steps 1 and 2, while simultaneously focusing too heavily and too early on IPB steps 3 and 4. The proper integration of CIM into the IC as an augmentation to steps 1 and 2 may be one way to alleviate this "fixation" on the red target and foster a streamlined intelligence cycle. CIM has been contained in a vacuum and not integrated into the IC and other branches of the military. This lack of "cross-pollination" has proven to be a grave waste of superb resources. CIM helps to build as well as reveal networks if integrated correctly and as such could enhance the background research conducted by intelligence professionals during IPB. In order to facilitate this, the IC and CA communities must develop a system in which CA information can be translated into Intelligence Information Reports (IIRs).

The Shiny Object That Never Goes Away

In 2010, Major General Michael Flynn coauthored the groundbreaking paper, *"Fixing Intel: A Blueprint for Making Intelligence Relevant in Afghanistan."* This paper advocates that the IC should adopt an analytical mindset geared increasingly towards accumulating knowledge of tribal leaders, low-level powerbrokers, and government officials in conjunction with enemy leaders. By contrast, this refocus would shift away from the convergence of resources toward red targeting, as had been the trend when it was published, and is still the trend today.

Fixing Intel declares: "Eight years into the war in Afghanistan, the IC is only marginally relevant to the overall strategy. Having focused the overwhelming majority of its collection efforts and analytical brainpower on insurgent groups, the vast intelligence apparatus is unable to answer fundamental questions about the environment in which U.S. and allied forces operate and the people they seek to persuade."[2] Now after twelve years of fighting, Afghanistan is still not much different from the above description. A significant cause for this developmental civil and society stagnation is because the majority of the IC is overly focused on the "shiny object"–the red target–and has all but ignored the red target's contextual environment–white and green targets.

IPB steps 1 and 2 tend to be more white/green centric, and on the whole more tedious than IPB steps 3 and 4. Furthermore, IPB steps 3 and 4 are "fun" because they are enemy-centric, and results are much more tangible and gratifying than abstract white and green effects derived from steps 1 and 2. As students of the intelligence profession, the Military Intelligence (MI) schoolhouse teaches to "think like the enemy." "Thinking like the enemy" often translates directly to Security, and therefore, only thinking about enemy personalities; tactics, techniques, and procedures; locations; funding sources, etc. IPB steps 1 and 2 often inadvertently get overlooked. Focus on the "shiny ob-

ject" as embodied by the enemy target, has captured the attention and sapped the energy of the counterinsurgent (intelligence professionals and operational entities alike), due to a lack of attention on steps 1 and 2.

That being said, in order to accurately think like the enemy, as the MI schoolhouse advises, so many other factors must come into play first. This does not mean merely "understanding" the culture. It is easy to understand the simplistic, overarching quirks of a given culture (i.e., in Muslim societies the left hand is considered unclean), these big-hand, little-map cultural generalizations are how the U.S. Military has taught culture to its service members for years.

However, it is a much more complex and tedious a task to genuinely understand the intricacies of a specific society at a precise geographic level, such as a district. This involves, first and foremost, understanding how societal systems work in their naturally occurring state (absent Western involvement). Both a doctrinal understanding (how a certain system is supposed to work) and a *de facto* understanding (how a system actually works) are necessary. Understanding the political bureaucracy (hiring processes, budgetary constraints, positional responsibilities) is important. Finally, developing an accurate picture of the battlefield environment and obtaining an in-depth knowledge of the government officials and unofficial powerbrokers in a given region is absolutely essential.

These political and tribal dynamics of a given area are a start towards achieving an adequate picture of "defining the battlespace environment" and "describing the environmental effects." Only once these two steps are complete, can an intelligence analyst begin to understand how red actors and the battlefield environment affect each other. By advancing resources to the red picture too quickly, an intelligence analyst will only spin his wheels and further distort the accuracy of his holistic understanding.

Bottom line, simply playing whack-a-mole throughout an area of operation will not result in a degradation of the insurgency in that area. The insurgency in Afghanistan has proven throughout the last twelve years, that "you can kill a man, but you cannot kill an idea," through its tried-and-true ability to regenerate lost fighters relatively quickly. To truly counter an insurgency, the counterinsurgent must understand key elements of instability; essentially, counterinsurgency forces must grasp the fundamentals that are driving the insurgency and why the populace is either actively or passively supporting the insurgency.

Without a firm understanding of grass roots causes of instability, then the counterinsurgent is doing nothing more than chasing high value individuals (HVIs) from one place to another. In fact, this tactic is arguably counterproductive in some cases because many of the targeted HVIs are related to elders and villagers in the area. As such, proper CIM coupled with analytical support offers a promising way forward with the capacity to analyze sources of instability and help reveal the underlying reasons for a conflict.[3] Unfortunately, as stated, none of this is "sexy" or fun; it is just the opposite–tedious, boring, and a test of professionalism. Nevertheless, until the U.S. military (and its allies) can begin properly managing this foundational information and utilize it effectively, it will likely continue to wage repetitive, one-year, security driven-wars.

The IPB Opportunity

CIM, as espoused by Civil Affairs doctrine, is the building block for how the IC should approach IPB to effectively execute full spectrum operations. This mindset should be incorporated globally, especially during Civil Military Support Elements (CMSE) mission sets. A CMSE is a CAT that is specifically trained to deploy to certain parts of the world. The CMSE teams are "culturally and linguistically attuned to the environment in which they operate. They meet with key influential leaders and groups of people who are susceptible to violent extremist organizations (VEOs) and their ideologies. CMSEs are a critical component of the indirect, through-and-with methodology that helps create networks and encourages the vulnerable populations to trust their own government, rather than the VEOs, to take care of their needs."[4]

The inherent placement and access a CMSE team obtains just by being in a position to mentor and coach government and civil leadership makes it a huge component capable of assisting in intelligence collection.[5] That being said, during non-CMSE mission sets, such as Operation Enduring Freedom and potential future mission sets like it, CMO is just as vital to successful full spectrum operations. Support to Civil Administration and Foreign Internal Defense via Village Stability Operations methodology should be applied to in order to conduct effective intelligence collection in support of counterinsurgency (COIN).

As noted, both CIM and CAO have incredible potential to support the analytical compilation of IPB. According to the IPB FM, everyone is responsible for conducting IPB. While this is generally true, IPB is an MI core task. However due to the increased levels of insurgent targeting during Operations Iraqi Freedom and Enduring Freedom, MI personnel have, in essence, traded the often tedious groundwork involved in IPB steps 1 and 2 for an increased emphasis on steps 3

and 4. As discussed earlier, over the last decade, an overemphasis on threat analysis and enemy targeting has led to a depleted focus on defining the battlefield environment and describing the battlefield effects within the IC. Thus, the first lesson intelligence professionals learn–conducting effective IPB– has become a flawed attempt at "cutting to the chase" as soon as possible, leaving the building blocks of the IPB process almost completely ignored.

As a proponent of CIM, the Civil Affairs community actually conducts IPB steps 1 and 2 very well. In fact, according to FM 3-24, ASCOPE (areas, structures, organizations, people, and events) and PMESII (political, military, economic, social, infrastructure, and information) doctrinally occur during IPB step 2. ASCOPE and PMESII are CA methodologies taught in depth at the CAQC. These methodologies are intended to be a baseline structure for CA CIM reporting. Thus, the IC should make an effort to implement the highly detailed CIM, generated from the Civil Affairs Community, in order to accurately develop the first two steps in the IPB process.

CIM in Counterinsurgency—From the Intelligence Perspective

According to Field Manual 3-24 and Joint Publication 1-02, counterinsurgency is defined as military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency.[6] Four of the six tenets in the above definition are not related to the counterinsurgency force engaging in any form of violent or security measures; the rest are stability-based actions. Nevertheless, Coalition Forces continue to make security the intelligence focus of the counterinsurgency fight both in Afghanistan and globally. Certainly security is important and should not be ignored; however, security is unsustainable if stability (governance and development based mission sets) is ignored. This abstract idea is best illustrated below from the counterinsurgency manual.

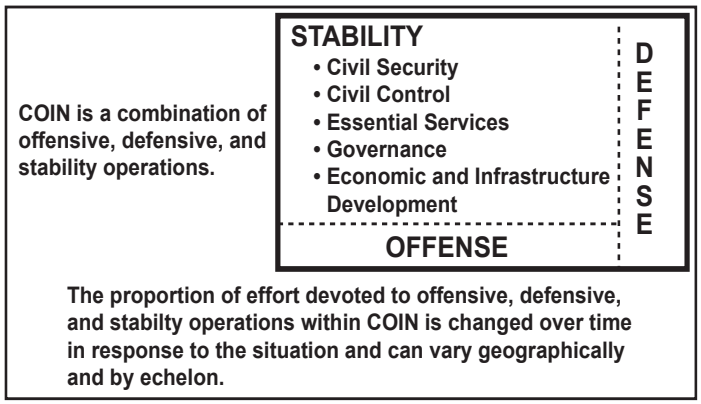

Figure 1. Aspects of Counterinsurgency Operations.

This figure highlights that Stability, Defense, and Offense are the three primary forms of effort in a counterinsurgency fight, with Stability being the most critical to COIN.[7] Field manuals, counterinsurgency experts, and high ranking officials continuously promote this notion. In addition, numerous accounts of historical counterinsurgency failures due to a fixation on security efforts over stability efforts have been published. Nevertheless, intelligence and operational forces repeatedly drift back into what has always been comfortable to the U.S. military and its allies–Security.

Dr. David Kilcullen gave a speech in 2006 entitled, *"Three Pillars of Counterinsurgency."* [8] This speech is perhaps even more relevant to CIM's potential application to the IC. He describes a framework for counterinsurgency operations that depends chiefly on the Security, Political (Governance) and Economic (Development) pillars. As the Chief Strategist of the Office of the Coordinator for Counterterrorism of the U.S. State Department in 2006, he proclaimed that these three pillars support the overarching goal of "Control." In order to be strong enough to maintain this control, the three pillars must be equally developed based upon accurate information understood by the entire counterinsurgency force.

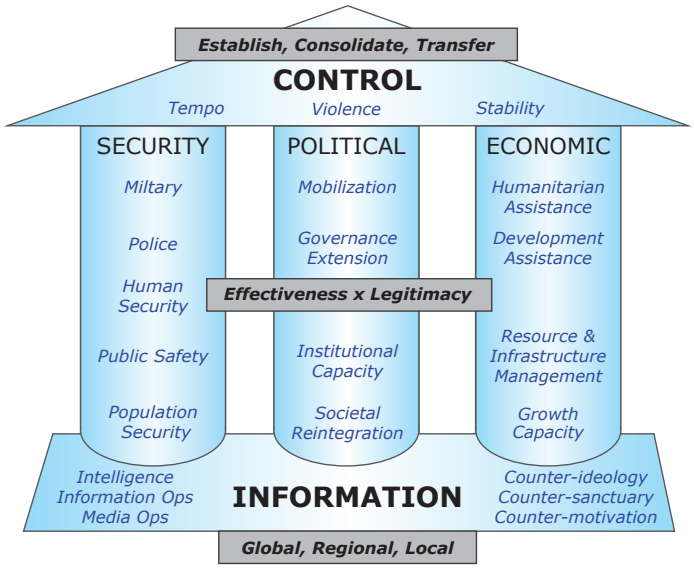

Figure 2. Three Pillars.

The final piece–the fact that the entire counterinsurgency force must understand accurate information–is perhaps the most important excerpt from his speech. Without accurate, meaningful information driving operations, even the most carefully planned and resourced operation will fail. Accurate information can only be achieved through meticulous CIM.

The Civil Affairs Community understands this notion, is superb at collecting accurate information, and maintains stores of civil information that would be extremely valu-

able to any regional analyst conducting IPB. Unfortunately the CA community has also been a poor communicator of this information, and has retained much of its CIM in a vacuum within the CA branch or their supported task force. Conversely, the IC, whose sole purpose it is to develop IBP in order to drive operations, is likely unaware of CIM's potential. Thus, analysts do not appropriately tap into the wealth of information the CA community provides through CIM. Ensuring intelligence channels receive CMOC information poses an opportunity for enhanced IPB and a reinvigorated chance for intelligence professionals to become more relevant in a counterinsurgency fight.

"Fixing Intel" instructs that proper IPB pays homage to understanding economic factors of a district, the growth capacity of a specific area or industry, and development initiatives before the counterinsurgent can truly understand the ramifications of enemy activity. He advises the IC to research all facets of a specific geographic location. In keeping with Dr. Kilcullen, MG Flynn declares that intelligence analysts must understand the security, governance, and development of a given area and treat all three elements with equal importance. The opening paragraph of *"Fixing Intel"* emphasizes:

> ***"Ignorant of local economics and landowners, hazy about who the powerbrokers are and how they might be influenced, incurious about the correlations between various development projects and the levels of cooperation among villagers, and disengaged from people in the best position to find answers- whether aid workers or Afghan soldiers – U.S. Intelligence Officers and analysts can do little but shrug in response to high level decision-makers seeking the knowledge, analysis, and information they need to wage a successful counterinsurgency."*** [9]

He and his co-authors are keyed into what is crucial for success in the U.S. military's most recent counterinsurgency fight. They discuss why the IC has all but ignored the U.S. Government's most relevant tools in such a fight. Civil Affairs teams and other tactical/grassroots level information brokers must be able to provide intelligence analysts applicable, ground-truth information. On the other hand, what is even more important is for intelligence analysts to understand the value of this collected information and apply it where it is essential. Without vigilant precision and coordinated execution of both these entities, the careful information collector and the forward thinking analyst will always be missing the mark.[10]

Building a Framework for a Solution

While there is certainly significant value-added to publishing CIM in a database like CIDNE, CMOCs, as CIM control centers, must take one more step in order to properly share Civil Information with the larger IC. For this information to truly realize its potential, CMOCs must establish a mechanism to populate CIM as intelligence that flows seamlessly into intelligence channels. The best way forward is to utilize CIM products to answer intelligence requirements by generating IIRs. Such an endeavor would have a twofold benefit: Civil Affairs Operations information (the elusive green and white information that should be the framework for the IC's IPB) makes its way into intelligence channels, *and* the IC and greater operational community can begin to understand the incredible potential CIM has for shaping the battlefield.

The only way to accomplish such a feat is increased intelligence augmentation to the CA battalion, and by extension, the deployed CMOC. This would require certified strategic debriefers to be assigned to support intelligence specifically by using Civil Affairs (primarily white and green) information. These qualified "IIR writers" would have two mission requirements: first, to identify information within CAO reporting that answers any sort of intelligence requirement from strategic level requirements within the National Intelligence Priorities Framework to the most tactical of commander's priority intelligence requirements, and second, to pass relevant requirements down to the CA BN's subordinate teams. These trained intelligence collectors would then create an IIR from the original source, the CA reporting, input the IIR into CIDNE/HOT-R/other IIR reporting channel, and finally, the IC gains the civil information it has been lacking, and the CA community contributes to intelligence priorities without becoming intelligence collectors, themselves.

It is necessary to note that intelligence debriefers must not be assigned directly to any Civil Affairs unit. Such a unit Modification Table of Organization and Equipment shift would muddle the free access the Civil Affairs community enjoys to very unique civil and societal leaders, and by extension would be detrimental to its primary mission. Still, this very access that Civil Affairs personnel enjoy cannot be overemphasized, and a debriefer assigned to support a specific white and green mission would be invaluable to both the IC and CA communities respectively. The IC would be remiss to continue to neglect the information gathered by these highly specialized civil and social experts. In order to assist intelligence professionals in their detailed, albeit tedious IPB steps, a new mechanism must be established to promote active communication between the Intelligence and Civil Affairs Communities.

Endnotes

1. FM 2-01.3, Intelligence Preparation of the Battlefield/Battlespace, October 2009. 1-1.

2. Major General Michael T. Flynn, Captain Matt Pottinger, and Paul D. Batchelor, Fixing Intel: A blueprint for Making Intelligence Relevant in Afghanistan, January 2010, 7.

3. David Galula, Counterinsurgency Warfare–Theory and Practice (New York: Praeger, 1964), 20.

4. Major John P. Wishart, "Out of Africa: CMSEs Engage Vulnerable Populations in West Africa to Counter Influence of Violent Extremist Organizations," Special Warfare, October-December 2011. Accessed at http://www.soc.mil/swcs/SWmag/archive/SW2404/SW2404OutOfAfrica.html.

5. It is very important to note the CMSE would not be an "intelligence collector." Rather, intelligence analysts should scrutinize a CMSE's CA/CIM reporting for information that may be of intelligence value.

6. FM 3-24 Counterinsurgency, 2006, 1-1.

7. FM 3-24 Counterinsurgency, 2006, 1-19.

8. David Kilcullen, "Three Pillars of Counterinsurgency," Remarks delivered at the U.S. Government Counterinsurgency Conference, Washington D.C., 28 September 2006. Accessed at http://www.au.af.mil/au/awc/awcgate/uscoin/3pillars_of_counterinsurgency.pdf., 4-6.

9. Flynn et al, 7.

10. Flynn et al, 17.

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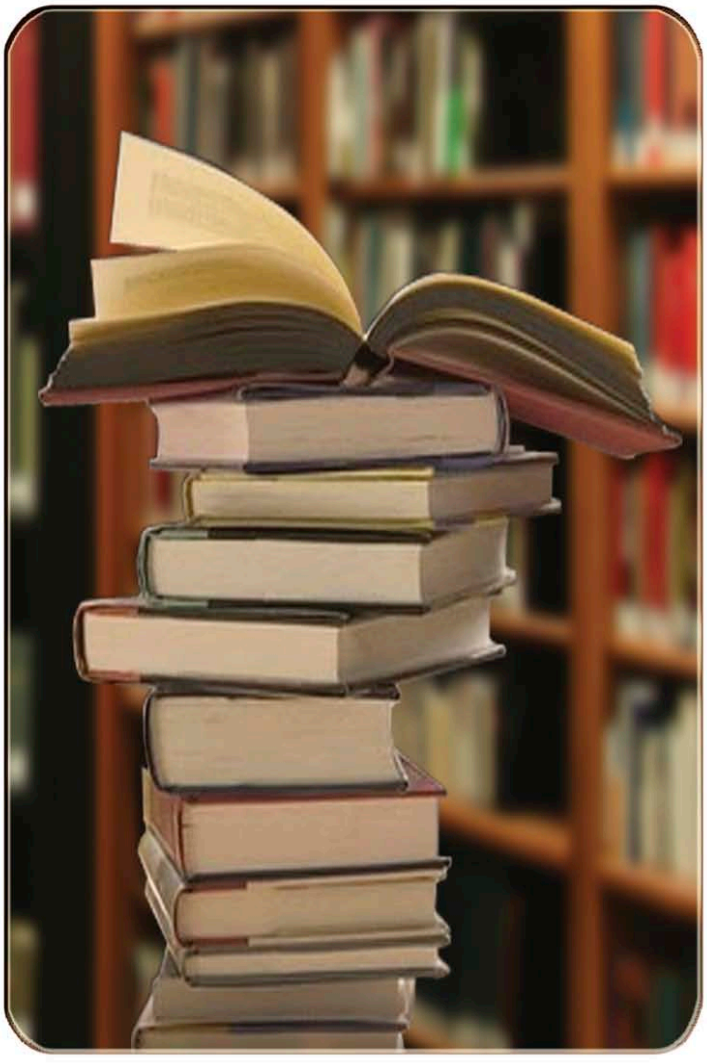

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USAICoE Announces the Release of FM 2-0, Intelligence Operations

by Major Craig T. Olson, Senior Military Advisor, Doctrine Division

The Army Publishing Directorate has authenticated and published FM 2-0, Intelligence Operations, dated 15 April 2014.

Conducting intelligence operations is one of four primary tasks of information collection (the others are reconnaissance, surveillance, and security operations.) FM 2-0 describes how military intelligence (MI) units and collection assets conduct intelligence operations to accomplish the tasks during information collection. FM 2-0 also contains the descriptions of the Army tactical tasks included in the intelligence warfighting function, doctrine on language support, and doctrine on employing remote sensors. This manual is designed to be used with ADPs 2-0, 3-0, and 5-0 and ADRPs 2-0, 3-0, and 5-0 (Intelligence, Unified Land Operations, The Operations Process).

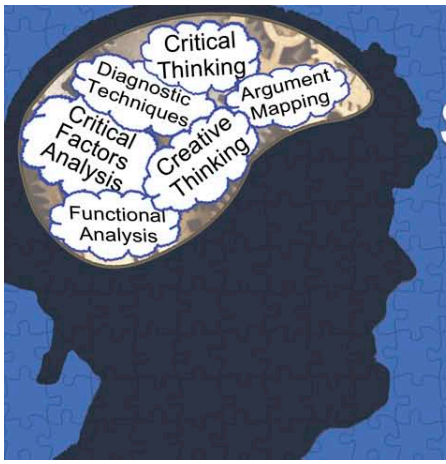
The principal audience for FM 2-0 is commanders, staff officers, and senior noncommissioned officers of organizations that conduct intelligence operations, including MI organizations subordinate to battalion and higher level maneuver and support formations and the intelligence staffs of those formations. Commanders and staffs of Army headquarters serving as a joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning joint intelligence. This manual also provides the foundation for instruction on intelligence operations within the Army's educational system.

FM 2-0 describes the tactics all echelons use to conduct intelligence operations. The six chapters in FM 2-0 are:

- **Chapter 1.** Describes the role of intelligence operations in Army operations and in the production of intelligence in terms of the operations and intelligence processes. It includes the contributions intelligence operations make to information collection. It also addresses language support to Army forces (previously in Appendix B), the role of regionally aligned forces, and the integration of special operations forces into intelligence operations.
- **Chapter 2.** Discusses the tactics used by intelligence organizations and staffs supporting brigade combat teams.
- **Chapter 3.** Addresses division- and corps-level intelligence operations.
- **Chapter 4.** Describes theater army-level intelligence contributions to deployed forces and considerations intelligence staffs must address when a division or corps headquarters is required to serve as a joint force headquarters.
- **Chapter 5.** Addresses considerations intelligence staffs must address when operating as part of a multinational force.
- **Chapter 6.** Lists the Army tactical tasks associated with the intelligence warfighting function. Task descriptions have been revised to incorporate doctrine on information collection and other changes made by ADRP 3-0.

This publication supersedes Appendix B of FM 2-0, dated 23 March 2010. It completes the supersession of FM 2-0, dated 23 March 2010. Chapters 1 through 13 and Appendix A of that manual were superseded by ADRP 2-0, dated 31 August 2012.

Soldiers and Department of the Army Civilians may access FM 2-0 on the Intelligence Knowledge Network (IKN) and Army Knowledge Online (AKO). We will periodically update this publication. To that end, this publication and all of our doctrinal products belong to all MI professionals and we rely on your input and comments to constantly improve your doctrine. Please contact us at usarmy.huachuca.icoe.mbx.doctrine@mail.mil to share your unclassified comments, tactics, techniques, and procedures, and vignettes.



Critical and Creative Thinking and Structured Analytic Methodologies: From "Think Flow" to "Work Flow"

by Command Sergeant Major William Hedges, USA (Ret.)
Chief Warrant Officer Four Anthony P. Scott, USA (Ret.)
Lieutenant Colonel James L. Harper, USAR
and Chief Warrant Officer Four Matthew Martin, USA

Introduction

A brigade commander recently stated "I don't know that we teach analysis correctly." ADRP 2-0 defines it as "*the process by which collected information is evaluated and integrated with existing information to facilitate intelligence production.*" [1] To clarify his statement, the commander remarked that significant strides have been made regarding the "what" of intelligence analysis, though we may not be aptly addressing the "how" and "when." The analogy he used to qualify the how and when was that of a professional golfer who routinely practices (or rehearses) his or her *swing mechanics*. We need to train and educate our intelligence analysts on their analytic thinking (gray-matter) swing mechanics, and instill a rigorous and structured analytic battle rhythm that increases and improves analytic efficiencies. The train and educate terminology should not be taken lightly as they are two distinct terms.

Training prepares for the "known." Education prepares us for the "unknown." That *unknown* should spark greater analytic dialogue within the intelligence enterprise regarding what our analyst training and education baseline should encompass as well as address the training strategies necessary to drive the Army intelligence community to a more refined analytic point. Before delving into what those analytic swing mechanics consist of, let us first review the premium placed on our analysis today and the operational and intelligence processes in order to better understand how and when our analytics come into play.

Operational and Analytic Crossroads

Much of our current threat lexicon is rooted to our post 9/11 overseas contingency operations; however, even prior to that attack catalyst we had already glimpsed the rise of a multitude of independent actors and potential threats or adversaries. Those remaining or current as well as emerging threats have been described as wildcards–networked threat actors capable of strategic impact via tactical activities despite potentially limited resources.[2] Our threat models have evolved in an attempt to maintain and potentially overtake the operational pace of threats within diverse operational environments–threats we have described as highly adaptive and creative. These threats represent both a conventional and hybrid challenge. Our threat models will have to be equally adaptive and creative regardless of the intelligence problem which at any given hour could evolve or morph from an individual to a cell or group to an attack formation.

The operational and analytic crossroads we find ourselves at is not driven purely by the complexity of the threat, it is also driven by our present thinking structure and the abilities to anticipate or forecast intelligence requirements prior to their perceived need. We must prepare relevant and applicable threat assessments that embrace multiple aspects of the threat and environment that potentially go well-beyond operational variables such as PMESII-PT in support of our Unified Land Operations doctrine.[3] We do not require a new intelligence process in this endeavor; we simply must improve our understanding of intelligence analytics and the "think flow" we apply to the process.

Operations and Intelligence Processes

The operations process is the Army's framework for exercising mission command.

> ***Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations.***[4]

The intelligence process supports commanders by:

> ***Providing intelligence needed to support mission command and the commander's situational understanding. The commander provides guidance and focus by defining operational priorities and establishing decision points.***[5]

Of the four steps within the intelligence process (plan and direct, collect, produce, and disseminate), the plan and direct step is key for our intelligence analysts as this is where

the Intelligence Preparation of the Battlefield (IPB) steps are executed as part of the Military Decision Making Process (MDMP) mission analysis and related courses of action (COA) steps. This essentially is the primary "work flow" environment for our intelligence staffs.

Whether we are *teaching* IPB or *executing* the steps during an operational endeavor, rarely do we formally incorporate other analytic methodologies as supporting enablers within our IPB templates. That is not to say that analysts simply execute the IPB steps without putting any thought into them–but a structured analytic methodological approach or "think flow" is often missing from this effort as well as our running threat assessments. Structured analytic methodologies in concert with critical and creative thinking are an effective catalyst towards capturing that "think flow" and instilling an analytic battle rhythm that is rigorous, disciplined and adaptive. How the intelligence analyst and intelligence staff thinks is relevant to framing and understanding the intelligence problem and task.

Framing the Problem

ADRP 5-0 does a commendable job in defining the *Army Design Methodology* and describing the framing concept which underlies the design methodology.

> ***Framing is the act of building mental models to help individuals understand situations and respond to events. Framing involves selecting, organizing, interpreting, and making sense of an operational environment and a problem by establishing context. How individuals or groups frame a problem will influence potential solutions.***[6]

ADRP 2-0 addresses framing as one of the by-products of the analysis which assists commanders, staffs, and intelligence leaders in framing, stating, and solving the problem.[7] That initial threat framing begins with our analysts, though the correlation or lines of effort between what is necessary to frame and IPB's step four (which includes development of threat/adversary COA models) is often blurred. IPB's threat modeling calls for a conversion of threat/adversary doctrine or patterns of operation to graphics while ADRP 5-0 speaks to mental models. It is this mental model, albeit threat specific to relevant (and critical) data points, that our intelligence analysis training and education must address. The construction of that model and the thought process that goes into and guides its creation are at the very root of our analytic swing mechanics.

Getting Intelligence Analysts "Left of the Blast"

The counter-IED methodology for "getting left of the blast" is a suitable metaphor towards helping us refine our analytic azimuth. How do we maneuver *left* analytically or in other words, provide greater rigor and structure to our analytic processes well before product creation and dissemination? Perhaps now more than ever, given our Army's operational experiences and the nature of our threats–we rely a great deal more on what our analysts think and why they think it as well as getting the commander and staff analytically *"where we are."* This higher premium on thinking is intrinsically tied to critical and creative thinking (C2T). Our analytic teams must understand that C2T is essential to conducting analysis and producing timely, predictive intelligence.[8]

For years our senior intelligence officers and commanders have talked about and been challenged with "getting inside the enemy's decision cycle." This challenge remains today, though it should evolve just like our threat models and our thinking based on the nature of our current and emerging threats. In order to meet this challenge, perhaps we should look no further than our own *Army Design Methodology.* The underlying concepts of the methodology (critical and creative thinking, collaboration and dialogue, framing, etc.), are also likely intrinsic to the threat's operational design–regardless of whether the threat is a cell/group or a much larger formation.[9] This is just one example of how we get *left of the blast* as intelligence analysts.

Though at first glance it may seem indicative of merely defaulting to mirror-imaging, frameworks such as this are constructive towards building better mental models, framing the problem, recognition of threat pathways (scheme of maneuver) and identification of threat COA indicators, and creating a red team visualization that provides valuable insight to the threat's potential COA. The higher operational premium for critical and creative thinking requires our analysts to not only think more, but perhaps think better, as well as to think differently. In addition to improving our C2T skills, there is a renewed focus on the analyst's ability to provide apt written and oral presentation skills in concert with C2T. This necessity underscores the venue requirement to get commanders where we are mentally.

Our analytic writing skills in particular have been sorely lacking. We have a tendency to talk like we think and to write like we talk. An improvement in our thinking skills will also transform our abilities to effectively communicate an intelligence assessment via the written word and that transformation begins with C2T. Our analysts (and intelligence leaders) should look for additional intelligence methodologies to help steer their team's C2T through the intelligence cycle (those additional intelligence analysis methodologies exist though not all have been formally described within our current Army intelligence doctrine). With the current emphasis on intelligence writing and predictive analysis, there is another *swing mechanics* process that could aid our an-

alysts in predictive intelligence writing. In many academic arenas, students are encouraged to use the *"Five Chapter"* format for research papers such as a Master's Thesis or Doctoral Dissertation. Such a format with intelligence analysis parallels could look like the following:

Chapter 1: Introduction and problem statement (framing).

Chapter 2: Literature review (current and finished intelligence reporting).

Chapter 3: Research methodology (quantitative versus qualitative or mixed methods).

Chapter 4: Data analysis (C2T and analytic tradecraft).

Chapter 5: Findings and recommendations (COA development, analysis, and comparison).

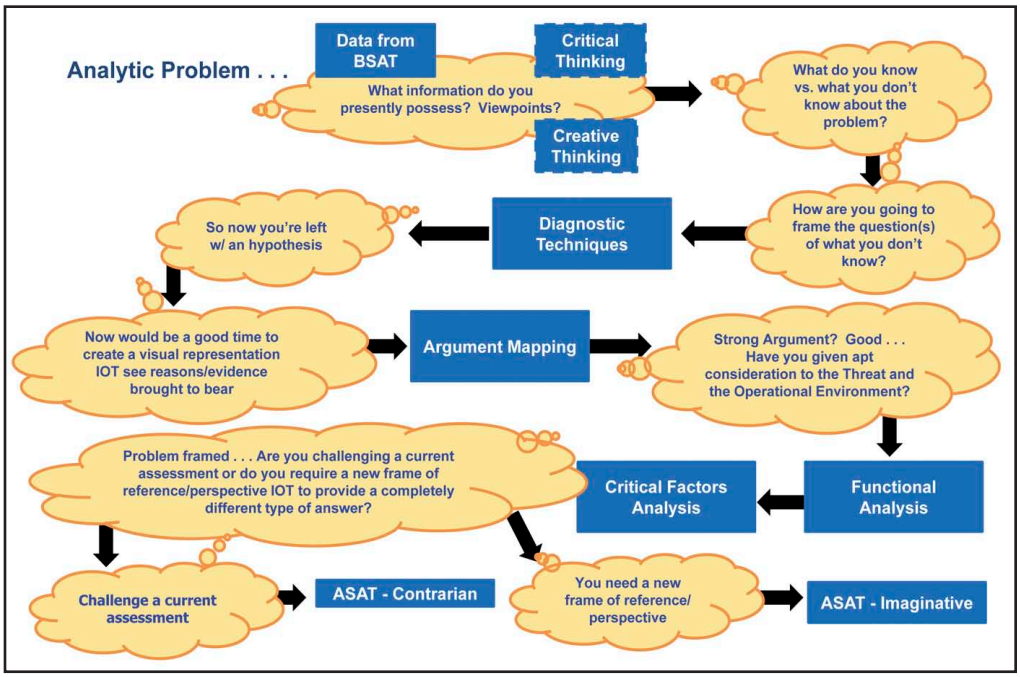
Incorporating this proven academic type approach into our intelligence writing endeavors and drawing appropriate intelligence analysis parallels could potentially prove productive and insightful for both the analyst and the resultant analysis.

Implementation of Analytic Tradecraft

For several years now, multiple agencies have published primers pertaining to analytic tradecraft methodologies that run the gauntlet from Basic Structured Analytic Techniques (BSAT), to Diagnostic Techniques, to Argument Mapping, and to the Advanced Structured Analytic Techniques (both contrarian and imaginative). There are the occasional trade journals, such as *"Structured Analytic Techniques for Intelligence Analysts,"* which provide greater methodology specifics and prescriptive application.[10]

Unfortunately, these primers do not completely capture the analytic tradecraft family of methodologies whereby intelligence analysts see the perspective, utility, and practice of applying multiple methodologies within a single analytic battle rhythm. Perhaps this omission is by design since many analysts do not think alike and few consistently apply their analysis using a structured mental format other than the contextual format provided by the intelligence process steps. A primary tenet of analytic tradecraft is to instill greater rigor and structure within our analysis, and yet–even analytic tradecraft proponents have difficulty describing what this structure should look like and how it should be incorporated within the educational baseline and training of intelligence analysts.

Over the past three years, the U.S. Army Intelligence Center of Excellence (USAICoE) has led efforts to design, develop, and embed analytic tradecraft training and education courseware into multiple professional military education (PME) courses. This enterprise line of effort was designed to initially support institutional analysis training but the program's impact has resonated within the Army's operational training domain as well. Senior leaders and analysts attend their respective PME and propagate analytic tradecraft methodologies and apply them against current mission sets. An enduring challenge for PME training developers and facilitators was the integration of C2T in concert with analytic tradecraft that is representative of a structured analytic *think flow* framework. An overview of how these subjects were woven together into select Army intelligence PME courses is illustrated in the figure below:



Each box within the diagram addresses specific analytic tradecraft courseware. Each analytic tradecraft subject represents a collaboration and synthesis of multiple government agency and professional trade journal source knowledge. Each subject is presented in a seminar fashion featuring a scenario-based practical exercise relevant and applicable to today's diverse operational environment. The clouds in the figure represent the analyst's evolving questions as they attempt to understand, define, and refine their intelligence challenge. This "think-flow" to "work-flow" aids analysts at all levels of proficiency and echelons to incorporate C2T and analytic tradecraft into an analytic battle rhythm that

has rigor, structure, as well as merit. To be more descriptive, this analytic rhythm spurs gray-matter swing mechanics whether the analyst's existing sound mental framework is deficient or is simply nonexistent.

A Thinking Forcing Function

This illustrated analytic tradecraft diagram should not necessarily convey that analytic tradecraft methodologies exist solely "left of the blast." Many of these inherent methodologies consistently come back into play during the mission analysis step of the MDMP and the IPB process ensuring adherence to proper analytic standards and evaluation of specific analysis and analytic products. Analytic tradecraft "reach-backs" should occur frequently upon receipt of new information. This also addresses the aforementioned "when" piece that we do not often see within our classroom instruction as well as during our operational intelligence analysis pursuits. To bring this topic full circle, the intelligence community should view the integration of analytic tradecraft as providing supporting thought enablers to the planning processes. They are representative of the forward thinking that is often missing from our initial and secondary assessments when we have failed to describe the options available to the threat by a relevant and coherent picture.

Our threat visualization falls short when we fail to provide a viable connection or relationship to our commander's visualization of the operational environment. The location and placement of analytic tradecraft instruction within the curriculum is just as important as the methodologies themselves. Of note, USAICoE's MOS 35F (Intelligence Analyst) committee is addressing intelligence design within their endeavors to create a curriculum that places C2T and analytic tradecraft in the "right" location combined with the appropriate education level of Bloom's taxonomy. For failing to link these methodologies with bedrock analytic approaches hampers the synergistic dividend; it is like employing critical thought without benefit of creative thought.

Dialogue, Debate, and a Decision Point

We are at an analytic crossroads in an operational sense, and especially in our classrooms, as we endeavor to prepare intelligence analysts for a diverse variety of myriad threats. A crossroads that requires much more than the standard answers we have provided to commanders and intelligence staffs–and even our students. Individual analyst acceptance of analytic tradecraft faces significant hurdles. Some feel that a move towards analytic tradecraft is a move away from evidence-based analysis. In reality, nothing could be further from the truth. Maintaining objectivity in our analysis is hard. While analytic tradecraft adherence appears to bring an analytic opinion into play, we must tie that opinion to evidence in order to provide a more comprehensive assessment. Post 9/11 we have routinely stated that our enemies have evolved and are both creative and adaptive.

We have come a long way since 2001 as well, though a great deal of analytic work remains as we continue to plan and prepare for threats known and those yet to show their hand. We will need to be just as creative and adaptive as our enemies, and it should probably start with our thinking and our analytic approach to the problem set. The question that continues to challenge us is how can we harness, train, and educate our soldiers to understand and become critical and creative thinkers. At the core, analytic tradecraft is a systematic approach that inspires enhanced critical and creative thinking development. Soldiers must understand what they are looking for (ask the right questions), comprehend the data already collected, and articulate a clear and concise assessment to their target audience whether it be in writing or an oral presentation.

We need to determine the right educational pathways and bring greater analytic *swing mechanics* into play as we continue to prepare the next generation of intelligence analysts. Our present azimuth is to continue to rely on our foundational processes, complemented by greater C2T and application of analytic tradecraft in order to broaden our thinking constructs and perspectives. We are starting to see those dividends, especially as our Army continues to transition to the decisive action and regionally aligned training environments. The application of analytic tradecraft methodologies is a key enabler towards threat modeling and much more. Analytic tradecraft is a thinking catalyst; the connective tissue that holds our threat assessment together and ties our forward thinking to our existing analytic foundation. It is how we think and that thinking endeavor is at the very root of our analytic swing mechanics. Utility and practice may not make us perfect, but it will certainly make us better at intelligence analysis.

Endnotes

1. ADRP 2-0, Intelligence, 31 August 2012, paragraph 2-62.

2. LTG Michael T. Flynn, USA, Director, Defense Intelligence Agency, MI PCC Brief, Fort Huachuca, Arizona, December 2013.

3. ADRP 3-0, Unified Land Operations, 16 May 2012, paragraph 1-9.

4. ADRP 5-0, The Operations Process, 17 May 2012, paragraph 1-7.

5. ADRP 2-0, paragraph 3-1.

6. ADRP 5-0, paragraph 2-25.

7. ADRP 2-0, paragraph 3-47.

8. ADRP 2-0, paragraph 2-62.

9. ADRP 5-0, paragraph 2-24.

10. Richards Heuer and Randolph Pherson, *Structured Analytic Techniques for Intelligence Analysts*, (CQ Press, 2011).

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Intelligence Community Policies and Standards

The Congressional Commission's 9/11 report has largely shaped today's intelligence community (IC) azimuth and inspired follow-on legislation, notably the 2004 Intelligence Reform and Terrorism Prevention Act (IRTPA).[1] The IRTPA delineated the input and supportive vision required of our intelligence community. Procedurally, the newly formed office of the Director, National Intelligence, was charged with ensuring that the most accurate analysis of intelligence is derived from all sources to support national security needs by implementing plans and policies to encourage sound analytic methods and tradecraft.[2] The IRTPA's authority is also supportive of Intelligence Community Directive (ICD) 203. ICD 203 established the IC analytic standards that govern the production and evaluation of national intelligence analysis.[3] This directive also provided policy clarification regarding analytic standards by stating: that as core principles of the analytic craft, they will be distributed community-wide and serve to guide the writing of intelligence analysis; be the basis for evaluation of analytic production; and be included in analysis teaching modules.[4] In addition to the five baseline analytic standards (objectivity, free of political considerations, timeliness, based on all available resources, and exhibiting proper standards of analytic tradecraft), this directive also established eight subordinate standards relative to employment of analytic tradecraft.[5]

[1] The 9/11 Commission Report, W.W. Norton & Co, 2011 pg 525 (The Director's Afterword captures the commission's recommendations in Chapters 12-13 of the original 2004 publication).

[2] Intelligence Reform and Terrorism Prevention Act of 2004, Public Law 108-458 (108th Congress), 17 December 2004, pg 14.

[3] Intelligence Community Directive (ICD) 203, Analytic Standards, 21 June 2007, paragraph B-1.

[4] ICD 203, paragraph).D-1.

[5] ICD 203, paragraph D-4, e. (1) – (8

The Under Secretary for Defense, Intelligence (USDI) recently directed an All-Source Analysis (ASA) certification process and directed the Department of Defense (DOD) to be the functional manager for the tasks encompassing ASA certification. DOD has proposed a codified standardization of skills that need to be successfully performed in order to be certified as an all-source intelligence analyst.

All-Source Analysis Essential Body of Work

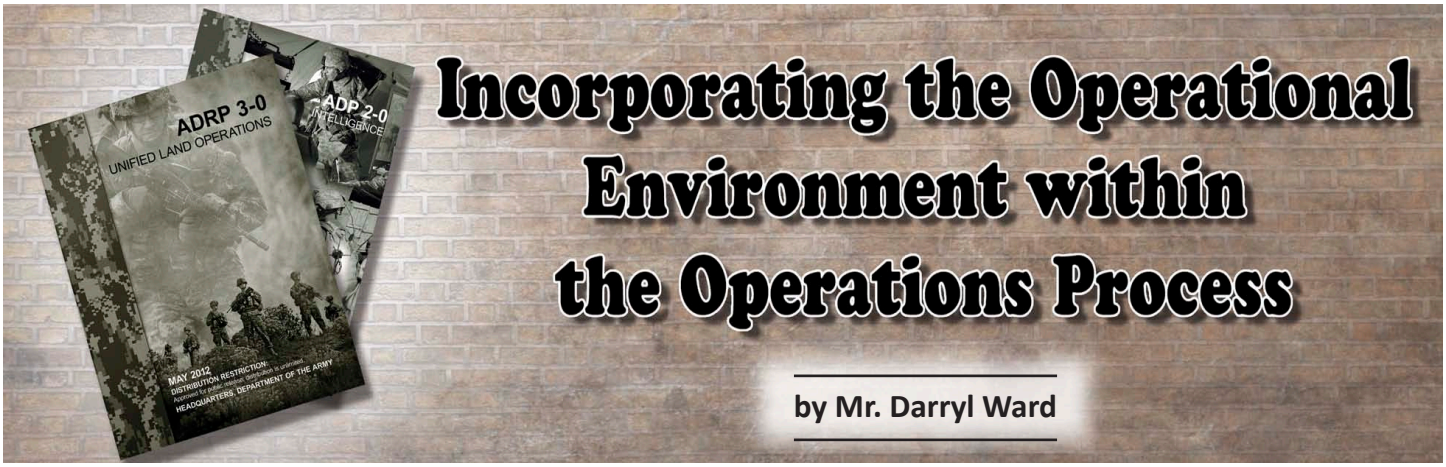
The All-Source Analysis essential body of work "describes the scope of work community members enact to pursue the communities stated mission." It lists the competencies, knowledge and skills that intelligence professionals must have to conduct all source analysis. The skill standardization is called the DOD All-Source Analysis Skill Standard (DASAS2), and establishes the community's Essential Body of Work (EBW). ASA-EBW provides a process map. This process map discusses specific performance measures that establish the framework for the ASA-EBW. They are:

- **Identify and/or refine customer question or intelligence requirement.** An All-Source Analyst is expected to gain a clear understanding of customer requirements and be able to refine and translate them into actionable questions that could serve to focus subsequent research and analysis.
- **Determine information needs.** An All-Source Analyst is expected to be able to determine criteria for data points and/or information necessary to address questions, and establish data and/or information requirements.
- **Identify sources of information.** An All-Source Analyst is expected to be able to identify, vet, and verify sources of needed data and/or information.
- **Access information sources.** An All-Source Analyst is expected to access, search, query, and/or mine relevant information systems and/or sources to retrieve, capture, and/or harvest needed data or information.
- **Compile, process, and organize information.** An All-Source Analyst is expected be able to leverage analytical methods, tools, and technologies to compile, process, and organize collected data and/or information for future retrieval. This includes (but is not limited to): tagging or indexing collected data or information; organizing and compiling tagged or indexed data or information; linking, correlating, and classifying data or information; abstracting and categorizing general principles from resulting classified data or information, and/or filtering and screening sorted data or information.
- **Evaluate and guide collection.** An All-Source Analyst is expected to be able to engage, leverage, and drive collection to close and/or bridge information gaps. This includes (but is not limited to) preparing all-source collection requirements; continuously evaluating collection results, and providing feedback for the purpose of guiding collection.
- **Evaluate, integrate, analyze, and interpret information.** An All-Source Analyst is expected to be able to appraise collected data or information for credibility, reliability, appropriateness, and accuracy (evaluate); form patterns through the selection and combination of processed information (integrate); review information to identify significant facts for subsequent interpretation (analyze), and judge the significance of information in relation to the current body of knowledge (interpret).
- **Review products and provide feedback.** An All-Source Analyst is expected to review analytic products against existing standards and provide feedback to ensure that the resulting products answer customer questions
- **Produce products that answer customer questions or intelligence requirements.** An All-Source Analyst is expected to apply existing tradecraft standards in presenting, communicating, and defending analytical products.

Underlying these measures are six core competencies:

- **Analytic Tools and Methods.**
- **Collection Systems Capabilities.**
- **Customer Operations and Requirements.**
- **Intelligence Topics.**
- **Processing and Exploitation Capabilities.**
- **Researching.**

Together these competencies and standards are meant to produce holistic analysis that translates into a certified all-source intelligence analyst. Future issues of MIPB will provide updates regarding this certification process.



Incorporating the Operational Environment within the Operations Process

by Mr. Darryl Ward

Introduction

As a U.S. Army Training and Doctrine Command Quality Assurance Evaluator for the operational environment (OE), I have observed a number of leader development exercises across the Army's institutional domain. An observation I see is a myriad of applications that incorporate the OE within planning processes. Much is written about the OE in doctrinal publications with regard to its role in military operations. At times, understanding where and how it fits within multiple planning processes, with some occurring simultaneously, is confusing. This article suggests a simplified approach to address the OE in planning, preparation, and execution. This article does not alter doctrine but draws connections between doctrinal processes to facilitate OE integration within the design methodology.

The OE Explained

Before any application of the OE begins, it is important to establish a baseline of what the OE is and is not. Army doctrine found in Army Doctrinal Reference Publication (ADRP) 3-0 states the OE "is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander." ADRP 3-0 further states: "Commanders at all levels have their own operational environments for their particular operations." The take away is that a single OE does not exist, at least not pragmatically. A singular conceptual global OE only exists in the minds of strategic planners who synthesize global trends in a way to help inform and shape National Security Interests and Theater Campaign Strategies. However, to the operational and tactical planner, there are multiple OEs. From the Ground Force Land Component to the brigade combat team, commanders may experience multiple OE subsets with significant distinctions. These OEs do not necessarily correlate within an assigned area of operations or interest and is why commanders may face multiple OEs, each with their own unique dilemmas and challenges.

OE Taxonomy

Part of the challenge in understanding where the OE fits within the operational process is first describing the OE. A number of taxonomies in use today serve as mind-joggers to help facilitate OE awareness. This article does not imply one is better than the other or that one is right and the other wrong. Therefore, keep in mind these taxonomies and their acronyms were developed by military planners to assist planners. You might have your own taxonomy that helps describe the OE but for doctrinal purposes, we will stick with the two primary OE taxonomies the Army recognizes in the conduct of military operations. These are the operational variables: political, military, economic, social, information, infrastructure, physical terrain, and time (PMESII-PT); and mission variables: mission, enemy, troops and support, terrain and weather, time available and civil considerations (METT-TC).

It is important to note the Army recognizes other OE taxonomies such as these and others:

ASCOPE: Areas, Structures, Capabilities, Organizations, People, and Events.

SWEAT: Sewer, Water, Electric, and Telecommunications.

OAKOC: Observations and Fields of Fire, Avenues of Approach, Key Terrain, Obstacles, Cover and Concealment.

These are useful tools and their purpose is to provide substance to the operational and mission variables. In essence, they are sub-taxonomies. I'll go back to my remark on simplification, if you have a taxonomy that works for you, go with it. However, this article will stick to the Army's two primary OE taxonomies: operational and mission variables.

Operational variables. ADRP 3-0 explains the operational variables are aspects of the OE, both military and non-military, that can differ from one place to another. As soon as a command has an indication of where it may deploy to, the staff begins to analyze that location using the variables of PMESII-PT.

Mission variables. ADRP 3-0 states that upon receipt of a warning order or mission, the command then refines previous analysis of the OE using the variables of METT-TC for greater fidelity specific to the conditions expected during mission analysis. A common misperception is once METT-TC analysis begins PMESII-PT analysis ends. This is a mistake. Keep in mind the two have a mutually benefiting relationship. While METT-TC draws from analysis previously done in PMESII-PT, information gained on the OE through METT-TC analysis also helps build data that feeds into PMESII-PT for future planning. More on this subject is covered in the operations process.

A moment on ASCOPE. ASCOPE is a sub-taxonomy under civil considerations for METT-TC. ADRP 2-0 states: "…upon receipt of the mission, Army forces use ASCOPE characteristics to describe civil considerations as part of the mission variables (METT-TC) during IPB." I have seen planners use imaginative ways to incorporate ASCOPE with PMESII-PT. Perhaps the most useful I've seen is using it to bring fuller fidelity to PMESII-PT via an x and y axis comparison as seen below. The key point is that ASCOPE is a sub-taxonomy and while useful it does not replace PMESII-PT, but builds upon it.

	Political	Military	Economic	Social	Information	Infrastructure	Time	Physical Terrain
Areas	State/local boundaries, tribal lines, influences , affiliations	Training Areas, cantonment Areas, conflict zones	Affluent, slum, black market, agricultural	Housing communities, religious shrines, parks,	TV, radio, printed press coverage	Industrial, housing , commerce, road network	History	Plain, mountain, jungle, desert, oceanic
Structures	Meeting Halls, courts, capitals, monuments,	Airfields, hardened sites, troop facilities, HQ's	Banks, mills, town centers, industrial complexes	Religious bldgs, civic centers, arenas, theaters, restaurants	Transmission towers, receivers, TV/radio stations, libraries, internet	Paved roads, bridges, dams, electrical grid, water treatment	Monuments, Archives, museums, historic register	Caves, tunnels, glaciers, springs, natural harbors
Capabilities	Meeting basic health and security needs, competing informal and/or shadow gov't	Conventional, irregular, ground, air, naval, police, private security	Banking, influence stock market, ability to absorb financial hardship	Influence of the family or tribe, influence of religion, influence of culture	Households with TV and or radio, literacy rates, households with computer, internet availability	Ability to provide electricity, water, trash service, public transportation, import, export	State and/or non-state approval ratings, sustainability of all capabilities	Ability to absorb natural catastrophes, facilitates or impedes transport
Organizations	Parties, tribes, NGOs, Int'l orgs	Gov't forces, local militias, insurgents, law enforcement	Criminal, co-ops, investment firms, industry	Gangs, clans, tribes, religious, educational	Influential religious groups, universities	Governmental, companies, private, volunteer	Organizational value added, adaptability, public perception	Rescue, medical, park service, environmental groups
People	Tribal elders, judges, mullahs, governors	Key leaders, soldier proficiency, insurgents	Education levels, general laborers, skilled workers, managerial	Gender, age, ethnicity, values, beliefs, norms, behaviors	Media personalities, religious leaders, elders, social media	Pollution, disease,	Cultural perception of time	Knowledge of the land, adaptability, sanctuary,
Events	Elections, council meetings, shuras, hearings, campaigns	Training, insurgency, riots, civil war, aggressive state on state behavior	Stock market gains/losses, droughts, business opening/closing	Remembrance, sports, weddings	Call to prayer, news broadcasts, speeches, publishings	Road, bridge and building construction	Holidays, history based, calendar based, solar movements	Earthquakes, tsunamis, floods, typhoons, volcanic eruptions

PMESII-PT/ASCOPE relationship

The Operations Process

The Army's operation process consists of three steps: *plan, prepare,* and *execute,* with all steps continuously assessed. The operations process is the Army's framework for executing one of the six warfighting functions–mission command. A key point in understanding the operations process is that not only is it continuously assessed, it is cyclic. As such, so is our understanding of the OE.

Plan. OE analysis, at times, comes short in planning due to incomplete approaches. ADRP 6-0 states that upon receipt of a mission, planning starts a cycle of the operations process that results in a plan or operation order to guide the force during execution. From an OE aspect however, planning must *start before receipt of mission.* This is necessary because in order to generate the operational planning process, we must have some knowledge on the OE. Analysts are constantly collecting on the OE; to wait until receipt of mission steals valuable time from the operations process.

Nested within the operations process is the intelligence process. Chapter Three of ADRP 2-0 describes the relationship between the two processes. The intelligence process is designed to complement the operations process and can occur multiple times within the operations process. Additionally, it has continuous intelligence-unique activities. It is similar to the operations process but has four steps: plan and direct, collect, produce, and disseminate. The intelligence process also has the two additional activities of analyze and assess.

It is within the two constant activities of analyze and assess that the case is made that generating OE knowledge is never idle. ADRP 2-0 states within the plan and direct phase of the intelligence cycle, "generate intelligence knowledge" is a critical activity that lays the conceptual planning foundation in which intelligence preparation of the battlefield (IPB) takes place.

Conceptual planning starts with understanding the OE. In fact, defining the OE is the first IPB step. As previously stated, as soon as the command has an indication of where they will go, the staff begins to analyze that location using PMESII-PT. To put this in context, the staff is not formally within the operational planning phase since the mission is not yet received; however, the staff is certainly conducting an activity of generating intelligence knowledge found within the intelligence plan and direct phase.

This is a subtle difference yet it is also a complementary effort between the two processes. Within conceptual planning, I have observed the staff generate knowledge using both PMESII-PT and METT-TC constructs. I caution against the application of METT-TC at this point. We must first establish a broad knowledge of the anticipated OE to drive future detailed planning and at this point we are without a specified mission.

While the commander drives the intelligence process, it is the S2 that coordinates intelligence production. Clearly, an improvement I have seen over the years is the collective effort by the staff to produce information and not let this job rest solely on the intelligence officer. Yet despite the collective effort, OE information, particularly within the political, economic, and infrastructure variables, is lacking. While the intelligence warfighting function facilitates an understanding of enemy, weather, terrain, and civil considerations; I don't believe this function intends to omit other influences of the OE such as political and economic factors.

During conceptual planning, a commander asking how the economic and political situation has affected military capabilities in an area he anticipates deploying will not accept understanding of politics and economics are outside of enemy, weather, terrain and civil considerations. Rather, it is up to the S2 to collaborate with other staff members and leverage the intelligence enterprise to not only satisfy the commander's requests for information but generate intelligence knowledge within conceptual planning that posture the staff for follow-on detailed planning.

While conceptual planning is viewed as an operational art that enables the commander to understand and visualize the OE, detailed planning is the science that translates the OE into possible manifestations that may impact military operations and bear on the decisions of the commander. An indicator that signals the transition from conceptual to detailed planning is receipt of the mission. A mistake I see is upon mission receipt; the staff immediately switches to METT-TC in their evaluation of the OE and disregards the need to feed the greater OE picture. PMESII-PT analysis does not end at mission receipt. Rather, ADRP 3-0 tells us "they (operational variables) continue to refine and are updated even after receiving a specific mission and throughout the course of the ensuing operation."

While the mission statement narrows the scope of the OE and the staff is correct to refine their approach using the mission variables of METT-TC, details coming from this analysis also feed back into our greater conceptual OE understanding that enables future planning and promotes mission command. This gets back to the point of mutually benefiting relationships between sub-taxonomies and the operational/mission variables. This mutually benefiting application is part of the operational art behind planning. It frames the OE and helps identify the problem(s) that require a planning methodology (such as the MDMP) to solve. It is also why intelligence analysis and assessment never ends.

Food for thought–while both constructs promote analysis and assessment, I find the PMESII-PT construct easier to comprehend environmental variable relationships, how they interact, and possible manifestations from these interactions that the commander must prepare for. Using a hypothetical example from the commander's earlier request on how the economic and political situation in country x affected a military capability. Country x has developed close relationships to countries y and z due to x's ability to export oil and y and z's need for oil. Consequently, this relationship has resulted in improvements to country x's military from country y and/or z in the form of unmanned aerial vehicles and attack helicopters. While possible to draw the same analysis using METT-TC, it is not as intuitive and illustrates the point that the staff continues to use PMESII-PT along with METT-TC to refine and update the OE even after receiving a specific mission and throughout the course of the ensuing operation.

Prepare. The preparation phase within the operations process consists of activities performed by units and Soldiers to improve their ability to execute an operation (ADRP 5-0). From an OE perspective, preparation requires staff actions that ensure the unit is knowledgeable of the environment and how the environment can affect operations. As mentioned previously, the intelligence process closely mirrors the operations process except you will not see a distinct preparation phase within the intelligence process. Instead, we have constant analysis and assessment taking place that facilitates a unit's ability to understand and visualize the OE in order to organize, equip, rehearse, and control operations.

Generation of intelligence knowledge never ends. Commanders want to continuously improve their situational understanding of the OE to validate assumptions or answer what they don't know. Future planners also require OE information to inform the development of branches and sequels. Therefore, intelligence collection must be synchronized to meet the commander's critical information requirements to support these efforts. During collection, the mission and operational variable constructs help the analyst manage both current operations and future information requirements respectively.

Execute. Execution puts the plan into action by applying combat power to accomplish the mission (ADRP 5-0). During execution, the situation may change quickly. Therefore, the OE must inform the commander in order to adjust, seize initiative, and understand where to accept risk. From an intelligence aspect, the staff continues to collect, process, and disseminate OE information to determine possible affects from future decisions the commander makes. Because of the inherent nature of changing situations and corresponding decisions, the staff frames the OE to support execution and adjustment decisions made by the commander.

Tying this action with the intelligence process, the continuous analysis of the OE using the mission variables (METT-TC) is critical to support variances between conditions that the plan forecasted and what is actually occurring. In some cases the variance between what was planned and what is materializing is so great that the decision to execute planned branches or sequels will not support a favorable outcome. In this case, reframing the OE is required to support assessment of the plan.

Assessment. Assessment within the operations process is the determination of the progress toward accomplishing a task, creating an effect, or achieving an objective (ADRP 5-0). Assessment involves comparing forecasted outcomes with actual events to determine if the original plan, to include its branches and sequels, is still effective. The assessment activity within the intelligence process is closely aligned to and supports the overall assessment within the operations process. Monitoring and evaluating OE outcomes may lead to the recommendation of reframing the plan. If this is the case, the staff may not have the luxury of time to completely reframe the OE. It is therefore imperative to have that foundational knowledge of the OE from the operational variables to draw on.

This is another reason why examination of the OE using PMESII-PT does not end at receipt of the mission. A key assumption of the OE may prove invalid, or a change within the OE may have negative consequences to conditions that dictate a new plan. With regard to the OE, it is important to note that reframing is not only influenced by the enemy, but through a multitude of OE complexities that manifest through variable interaction. Going back to earlier analysis of PMESII-PT variable interaction saves valuable time and allows the analyst to draw connections that shape new planning and inform a new refined look at the OE through METT-TC. This is part of the operational art and design behind framing the OE.

Making Sense Out of It All

The OE is a complicated subject. Add to that our doctrine does not necessarily explain the correlations between the multiple OE taxonomies in existence and where they fit within integrated planning and operational art. I have found through experience and observation that there is a mutual relationship between the operational and mission variables in that both feed off each other. Understanding this relationship and the art of applying both taxonomies within the operational process is a vital skill for the staff. As I stated earlier, OE taxonomies are simply mind-joggers made for planners by planners. The taxonomies of today may give way to others of tomorrow. You may have your own way to describe the OE. The important take away is that the OE remains the centerpiece to influence our doctrinal operational and intelligence processes.

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35N Basic Analysis and Reporting Course: Training the Next Generation of SIGINT Warriors

by Captain Kevin W. Turnblom and
Chief Warrant Officer Four Kevin W. Gallop

Introduction

As Signals Intelligence (SIGINT) gains greater importance on the battlefield, pressure has grown for the U.S. Army to recruit and train SIGINT analysts who can make an immediate impact to world-wide operations. The 35N Basic Analysis and Reporting Course (BARC) teaches the skills and capabilities to do just that. Recently, hand-selected graduates deployed to Afghanistan in direct support of Special Operations forces. The foundational concepts and methodologies taught in the 35N BARC prepared these young SIGINT professionals for the grueling OPTEMPO and steep operational learning curve of deployed SIGINT-focused operations.

After only two additional weeks of mission-specific training, they were thrust into the forefront, some as SIGINT leaders and subject matter experts on the ground, often in remote locations. They immediately produced vital analysis and key exploitation recommendations, used by battlefield commanders to make difficult targeting decisions. Their analysis was integral to the kill and/or capture of over 70 high value individuals in the past year alone. They competently filled intelligence gaps and quickly became the go-to experts when it was time for operational movement. They will now join the traditional Army at their permanent duty stations, bringing with them a wealth of knowledge usually only possessed by senior SIGINT noncommissioned officers.

Since the inception of SIGINT, the basic mission of an MOS 35N (formerly MOS 98C) SIGINT analyst has been constant: analyze and report intercepted foreign communications to produce combat, strategic, and tactical intelligence. However, as foreign communications adapted and evolved with technological advances, so too have the tactics and tools for exploiting these signals. In the globalized, interconnected, technology-dependent 21st Century, countering diverse and dynamic threats requires diverse and dynamic SIGINT analysts.

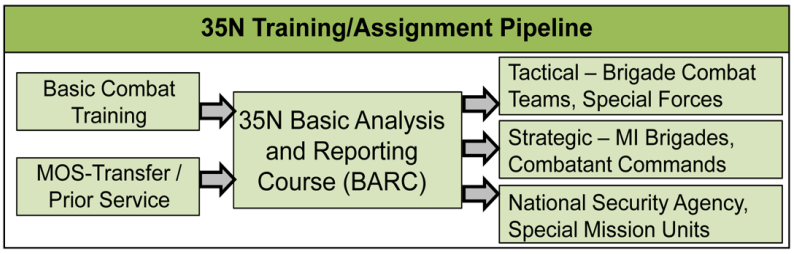
35N Course Breakdown

The 35N Basic Analysis and Reporting Course (BARC), taught at Goodfellow Air Force Base (GAFB) in San Angelo, Texas is the first step in transforming Soldiers into SIGINT professionals. Lasting 24 weeks and 4 days, the 35N BARC trains the critical tasks of an entry-level SIGINT analyst before sending them to a variety of tactical and strategic assignments worldwide. The goal is to produce competent, adaptive analysts ready to immediately support the mission upon reaching their duty assignment. This is challenging given the sheer breadth of SIGINT missions, but constant coordination with stakeholders in tactical, strategic, and combat environments has enabled the 35N BARC to make enormous strides.

The incorporation of National Cryptologic School (NCS) courses dramatically reduced gaining-unit training requirements for strategic assignments. Experiences and insights from combat deployments by instructors and graduates triggered refinements to keep training current. Participation in conferences and solicitation of feedback from SIGINT units ensured balance and relevance. Incorporation of more interactive, small-group, and computer-based training modernized the course and made training more effective. In addition, the capstone exercise is currently under revision to incorporate the Decisive Action Training Environment (DATE), preparing SIGINT analysts for the full range of military operations in future conflicts.

The 35N BARC has six blocks of instruction divided into two major units. From day one, the course continuously builds on previously learned concepts, with a combined intelligence Fusion exam at the end of the third block. Upon passing this test, students then move into the portions of the training built around NCS courses and focused on Digital Network Intelligence (DNI) and SIGINT Geospatial Analysis (SGA). Successful mastery of those areas is prelude to entering the final stage of 35N training–a week-long, 120-hour Situational Training Exercise (STX) conducted in a simulated field environment on GAFB.

35N Basic Analysis and Reporting Course		
Block I (Days 1-23): MI, Security, Basic Traffic Analysis Security, Intelligence Community, MI Basics, Intelligence Oversight, ISR 101, F3EAD, NSA Collection Access/Management, Critical Thinking, Basic Traffic Analysis (TA)	**Block II (Days 24-40): Traffic Identification** Order of Battle; Maneuver Communications Intelligence (COMINT), Electronic Intelligence (ELINT), & TA	**Block III (Days 41-68): OPELINT, Fusion, and Reporting** Operational ELINT (OPELINT), Time Sensitive and CRITIC Reporting & Sanitization, COMINT - OPELINT Fusion Exercise
Block IV (Days 69-83): Digital Network Intelligence NETA1021 Internet Technologies, NETA1030 DNI Gateway Course, NETA2002 Exploit Target Digital Network, TOOL2009	**Block V (Days 84-111): SIGINT Geospatial Analysis (SGA)** DEPL2000 – SGA for Deployers, NETA2014 – RTRG Tool Suite, Social Network Analysis, SIGINT Terminal Guidance , VHF/UHF Analysis, SIGINT ISR Assets	**Block VI (Days 112-123): Capstone Experience** M16 Qualification, Tactical FTX, Technical STX, OEF Scenario with F3EAD Reinforcement



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The first block of instruction (23 academic days), focuses on intelligence fundamentals. Initial topics covered are classification systems and marking, safeguarding classified information, basic Military Intelligence operations, and critical thinking. Moving on from those basic concepts, students learn radio wave theory and communication procedures, traffic analysis, and network reconstruction. Learning is measured using two written and four performance tests. Further, in support of the Army Learning Model 2015, students complete three unclassified computer based training modules outside of the Sensitive Compartmented Information Facility (SCIF).

Block II (17 academic days), introduces students to Radar theory and operations, Electronic Intelligence (ELINT), Order of Battle, and intelligence briefing skills. Students learn battle formations, functional characteristics of individual unit types, and the integration of Communications Intelligence with ELINT. Utilizing ArcGIS, a commercial off-the-shelf geographic software application, students learn to plot and manage unit movements and create maps for use in briefings. The critical Combined Analysis Performance Test, preceded by seven days of in-depth hands-on individual practical application exercises, measures understanding of all material in this block.

In the third block, BARC students build on their knowledge, with instruction on time-sensitive reporting and learning to fuse various intelligence sources into a more coherent intelligence briefing. This block is very learner-centric, with over 15 days of practical application exercises. Students learn to use the Generic Area Limitation Environment tool suite to manipulate ELINT data and build increasingly detailed intelligence products which they use on performance tests. The final Fusion test serves as the academic midpoint in the course, as students then transition from traditional SIGINT analysis to the NCS-based curriculum through the remainder of the course.

Before starting block IV, students are required to have a fully-adjudicated Top Secret clearance, a Counterintelligence Scope Polygraph and pass the Army Physical Fitness Test. After NSA Net accounts are set up and Public Key Infrastructure certificates are loaded, students begin the next portion of 35N BARC instruction, consisting of 15 days of baseline DNI instruction built around four NCS courses.

The three DNI-focused courses (NETA 1021/1030/2002) have been part of the course for just over three years (TOOL2009 was added in January 2013.) These courses provide students with a basic toolset for working an ever-expanding array of SIGINT mission sets upon graduation. In previous iterations of the BARC (MOS 98C era), the course ended after block three. The current course is significantly upgraded and more relevant to the current operating environment.

Block V, covering 15 academic days, delves into SGA. Students are instructed on analytical processes, methodologies, and tool sets for conducting this level of analysis. Personal Communication Systems, Very High Frequency concepts, and construction of Target Packages (TP) are the primary focus areas. There are three performance tests during block five. Upon successful completion of the TP test, students move into the 35N capstone exercises.

The first element of the 35N capstone is reinforcement of the tactical Soldier skills previously taught in Basic Combat Training. Students qualify with the M16 rifle and participate in a Field Training Exercise (FTX) at Forward Operating Base (FOB) Sentinel, a field site designed to recreate conditions in Afghanistan. During the FTX, students conduct Warrior Task and Battle Drill (WTBD) training and a series of squad-level patrols.

After completing the FTX, students move on to the STX, a week-long exercise in a tactical SCIF at FOB Sentinel. Students work in two 12-hour shifts, conducting turnover briefs at 0600 and 1800 daily. The STX is currently built around an Afghanistan scenario, focusing on four prov-

inces in Regional Command-East. Students utilize all the skills and abilities they have acquired over the previous 22 weeks of technical training of receiving, analyzing, and reporting SIGINT. The culminating event is the Commander's Battle Update Brief (BUB) on the final day of training. The STX environment stresses teamwork; up to this point in the course, students are evaluated on individual performance and understanding. The STX requires detailed analysis and accurate information turnover between shifts to provide a comprehensive daily briefing as well as the final BUB. Once the commander is satisfied with the team briefing, students are ready to graduate.

Way Ahead–How the MI Community Can Help

At present, the 35N BARC is effectively training analysts who are ready to immediately contribute to world-wide operations across the breadth of SIGINT missions, and is widely regarded as the best entry-level Analysis and Reporting course in the Department of Defense. As technology, tactics, and missions continue to evolve, the 35N BARC relies on feedback and input from the Intelligence Community to maintain its relevance.

Currently, the 35N BARC is overhauling the capstone experience to expand technical training and better prepare analysts for the full range of military operations. Combat operations in Afghanistan will conclude relatively soon, triggering the transition to a scenario which better reflects the anticipated battlefields of the future. Beginning in mid-2014, instead of conducting a separate FTX and STX students will participate in a single hybrid exercise based on DATE. The key element of the capstone will be an eight-day, Decisive Action scenario conducted in the FOB Sentinel SCIF. Weapons qualification, WTBD training, and tactical patrols will reinforce Soldier skills and complement the technical scenario.

Additional course revisions are anticipated in the near future driven by mission requirements and tailored to support the critical needs of the force. These needs are primarily identified through Critical Task Site Selection Boards, Cryptologic Training Advisory Groups, Cryptologic Training Committees, and feedback from tactical, strategic, and deployed units. The 35N BARC welcomes all input and does its best to support all stakeholders. However, with finite time and resources to train SIGINT analysts it is impossible to teach everything. The 35N Critical Task List and NSA Cryptologic Training System–Training Standards identify the primary learning objectives which must be trained to every student. As time and resources allow, additional blocks of instruction are developed and incorporated, with priority given to the skills and tools needed to support combat operations where American service members are deployed in harm's way.

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CW4 Gallop is the Chief of Instruction for the 35N Basic Analysis and Reporting Course with the 344th MI Battalion. Prior to this assignment, he earned a Master's degree in Strategic Intelligence from The National Defense Intelligence College in 2011. He served two tours in Iraq, 2003-2004 and 2005-2006. After over ten years in the U.S. Marine Corps as a linguist and analyst, he joined the U.S. Army in 1999.

What is the UMI? Where is it? How do I use it?

The University of Military Intelligence (UMI) is a training portal of MI courses maintained by the U.S. Army Intelligence Center of Excellence at Fort Huachuca, Arizona for use by authorized military (Active, Reserve, National Guard) and non-military (e.g., DOD civilian, Department of Homeland Security, other U.S. Government agencies) personnel. UMI provides many self-paced training courses, MOS training, and career development courses. In addition, the UMI contains a Virtual Campus that is available to users with an abundance of Army-wide resources and links related to MI: language training, cultural awareness, resident courses, MI Library, functional training, publications, and more.

UMI online registration is easy and approval for use normally takes only a day or two after a user request is submitted. Go to http://www.universityofmilitaryintelligence.army.mil, read and accept the standard U.S. Government Authorized Use/Security statement, and then follow the instructions to register or sign in. The UMI Web pages also provide feedback and question forms that can be submitted to obtain more information.

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Advanced HUMINT Training at HT-JCoE

by Jose A. Gonzalez

The Human Intelligence Training–Joint Center of Excellence's (HT-JCoE) mission is to provide advanced, experiential-based, Joint HUMINT training, professional development, and certification in interrogation, debriefing, military source operations (MSO), and enabling support training to HUMINT operations to meet Defense HUMINT Enterprise training requirements.

As part of its course offerings for MSO, HT-JCoE offers two advanced tradecraft HUMINT courses: the Source Operations Course (SOC), and the Defense Advanced Tradecraft Course (DATC), formerly known as the Advanced Source Operations Course (ASOC). In accordance with Department of Defense Instruction (DoDI) S-5200.37, Management and Execution of Defense Human Intelligence (HUMINT) (U), dated 9 February 2009 and updated 18 November 2013, Defense HUMINT personnel must be certified in and adhere to core tradecraft standards as established by the National HUMINT Manager (NHM).

As the only platform within the DoD providing advanced Joint HUMINT training and certification, Service Members and DoD civilians must attend training and be certified by HT-JCoE in order to conduct advanced HUMINT collection operations. SOC and DATC provide students a demanding and highly challenging training environment that certifies graduates to conduct advanced HUMINT collection operations. Army graduates are awarded an Additional Skill Identifier (ASI) of S1, Source Handler, for SOC, and an ASI of V4, Advanced Source Handler, for DATC. All other DoD graduates are granted certification to conduct advanced HUMINT collection operations. Depending on a Service Member's occupational specialty and a Civilian's mission, they may be required to attend one or both of these courses throughout their careers.

Students are required to possess a very specific skill set that provides them the tools for success. According to the Army's MI Warrant Officer Proponency Office, and CI/HUMINT Career Manager, Office of the Chief, Military Intelligence, one of the most important personality traits candidates for these advanced HUMINT tradecraft courses must demonstrate is a high level of maturity. Achieving this level of maturity is greatly influenced by a candidate's developmental assignments, duty positions, and career and life experiences.

For Army Enlisted Service Members, Department of the Army (DA) Pamphlet (PAM) 600-25 provides career management self-development recommendations by rank for all enlisted intelligence personnel, as well as recommendations by rank specific to the Military Occupational Specialty 35M, Human Intelligence Collector. DA PAM 600-3 provides similar recommendations for Army Officers interested in the 35F Area of Concentration (AOC), HUMINT Officer, and for Army Warrant Officers interested in 351M, Human Intelligence Collection Technician. Successful completion of SOC is a requirement to become a 351M Warrant Officer, as well as one of three courses required for the 35F AOC.

These career management self-development recommendations, which include assignments and functional training, should provide the candidate for either course with the requisite maturity level, experience, and strong inter-personal skills foundation needed to succeed in SOC and DATC. While there are no specific guidelines or recommendations for Civilian candidates as their requirement to attend SOC or DATC is dependent on their mission and position description, they too must possess the experience and skills similar to those of their DoD uniformed counterparts.

Success in conducting MSO requires the collector to deal with human sources, and this requires a certain personal disposition and inter-personal skill set. The reality is that not all individuals possess these skills. Much research has been done on identifying potential candidates for MSO training who will be most successful in these courses. In an article titled, *"Advanced Source Operations Course-Candidate Nomination Guidance for Commanders,"* published in the October–December 2010 *MIPB*, Colonel Jeffrey P. Stolrow, USAICoE Command Psychologist, provided commanders information on how to best select candidates for ASOC based on the "whole person" theory. While this article was geared specifically to ASOC (DATC), the "whole person" theory and personal and situational factors he discusses are equally applicable to SOC candidates.

DATC students receive training in more advanced concepts at higher levels of fidelity than SOC students. However, the training experience and stressors are similar for both students. DATC students come into the course with prior experience and are trained at a high stress level. SOC students are typically more junior in rank, younger, and with little to no operational experience in source operations. Given these factors, the SOC and DATC students are stressed to a similar level, and the application of the "whole person" theory is relevant to both.

SOC and DATC have historical overall attrition rates of 18.5 and 24.1 percent respectively. Of all attritions for both courses, academic attritions account for over 58 percent. When we look at the high level of maturity required for the courses and a candidate's developmental assignments, duty positions, and career and life experiences, for SOC, E-4s and below comprised 17.4 percent of the student population, but account for over 22 percent of student attritions. The same holds true for DATC, where students under the age of 25 have a 36.4 percent attrition rate. While COL Stolrow's discussion of the "whole person" theory and the personal and situational factors affecting student success and failure cannot serve to mitigate all student attrition, it can serve to best identify those candidates that will be most successful.

COL (Ret.) Stolrow stated that rather than evaluating isolated elements of behavior, the "whole person" concept theory postulates that the assessor(s) evaluates a candidate on a variety of behavioral and situational measures. Then, the assessor(s) develops a comprehensive whole person assessment of the candidate based on the integration of these measures.

This article does not intend to replicate COL Stolrow's article as interested readers can locate his article, as well as others describing HT-JCoE courses and information, on the Intelligence Knowledge Network (https://www.ikn.army.mil) on the MIPB page. It is still important to provide the personal and situational factors discussed in his article to inform commanders on the factors to focus on when selecting candidates for SOC and DATC.

The current USAICoE Operational Psychologist, COL Mark R. Baggett, PhD, who provides support to HT-JCoE courses, further underscores and echoes the findings presented by COL Stolrow. He assesses that the original seven personal and three situational factors presented in his article still make a difference between successful and unsuccessful student performance. These factors are presented here. For more detail on each, please refer to the original article in the afore mentioned MIPB issue.

PERSONAL FACTORS	
Motivation	**Something that causes a person to act in a certain way or do a certain thing.**
Aptitude	**The innate or acquired mental capacity to accomplish a particular task.**
English Oral and Written Communication Skills	**Can the candidate fluently begin and carry a conversation with subordinates, peers, and seniors? Do they actively listen to others?**
Conscientiousness	**Pertains to a person's personality preference to be disciplined, systematic, punctual, and to plan ahead.**
Prior Experience and Training	**One of the best predictors of future behavior is past performance; it is based on experience and training.**
Openness to Experience and Feedback	**Refers to two associated dimensions: openness to new ideas and new actions.**
Emotional Stability	**A person's capability to react in an emotionally appropriate manner to various stressful conditions.**

SITUATIONAL FACTORS	
Family Dynamics	**The relationships between the student and their immediate and extended family systems.**
Recent Operational History	**Students may re-experience combat-related stress as a result of course demands.**
Command Support	**How this is perceived by a student can have a significant impact on course performance.**

Currently, the Temporary Duty (TDY) expenses to attend DATC and SOC are covered by HT-JCoE, and are not a unit's responsibility. Commanders should only send their best qualified candidates who demonstrate the personal and situational factors to have the best opportunity for success in these courses. Sending qualified candidates to the SOC and DATC will assist commanders in maintaining an MSO capability even though the Joint Operations Area (JOA) requirements are likely to decline in the future. The challenge remains, without a JOA to exercise a perishable skill set, commanders must identify other operational or training opportunities to maintain this perishable collection capability. In addition to a thorough assessment of a candidate's potential for attendance at one of these courses, there are also additional administrative requirements that must be met prior to being selected for attendance. These requirements and the application process can be found in the HT-JCoE course catalog and registration application located at https://htjcoe.army.smil.mil/TAAP.

Conclusion

The Source Operations Course and the Defense Advanced Tradecraft Course are both mentally and physically demanding training activities. To better prepare candidates for these demands, a thorough assessment should be conducted based on the "whole person" concept and the personal and situational factors discussed above. By applying rigor to the assessment and application process, commanders can ensure the most suitable candidates are selected to apply for these courses. With the high historical attrition rates for both courses, assessing the two categories of factors against potential candidates serves multiple purposes. By selecting the best suited students, commanders can serve to increase their unit's readiness by increasing the likelihood of successful course completion by their candidates. It also serves to ensure the best use of government resources as the funds expended on students who do not successfully complete the course are lost resources that don't produce a force multiplier.

I wish to thank Mr. Joe Piotrowski, J5/HT-JCoE for his clever insightful comments and restructuring of the material in my article. In addition, thanks to CW5 Brian S. Hansen, MI Warrant Officer Proponent, and SFC Shane M. Pennington, CI/HUMINT Career Manager, Office of the Chief for Military Intelligence, for their time explaining the 35M and 351M career fields to an Air Force retiree. Thanks to COL Mark R. Baggett for sharing his thoughts, and the paper titled *"Advanced Source Operations Candidate Nomination Guidance to Commanders,"* authored by COL (Ret.) Jeffrey P. Stolrow. Lastly, thanks to Mr. Scott Butterbaugh, HT-JCoE Senior Advisor for Controlled Ops Training, for assisting me in understanding the tradecraft courses-DATC and SOC.

MIPB is now on the front (public) page of IKN (At https://www.ikn.army.mil). Readers do not need to "CAC in" to view the most current issue. Here you will also find the MIPB Security Release format (required for any material submitted for publication in MIPB) and our article submission standards and contact information. You may also contact the Editor by clicking on the Contact button in the upper right corner of the page. Future themes are also listed.

We still maintain our "CAC in" site to hold the MIPB archives, Title/Author index, and Book Review list. In the future this information will move to the public side.

Challenges in Irregular Warfare: U.S. Strategic Messaging and the Cuban Revolution of 1898

by Colonel Daniel M. Frickenschmidt

Introduction

The American public reacted with outrage in the aftermath of the violent and mysterious sinking of the *U.S.S. Maine* in Havana Harbor in February of 1898. Anti-Spanish sentiment was further fed by inflammatory rhetoric in the "Yellow Press" blaming Spain with slogans such as *"Remember the Maine, to hell with Spain!"* Within three weeks, anti-Spanish U.S. public opinion called for the liberation of the Spanish possession of Cuba located only ninety miles from the Florida Keys. Changing diplomatic precedent, the American public demanded their government intervene with support and assist a guerrilla war within the sovereign colonial territory of a European power. America's entry into the age of Irregular Warfare had arrived and would find a permanent place in future U.S. strategic policy, planning and funding.

Background

The First Cuban Insurrection, also known as the Ten Years War, raged from 1868 to 1878. Aided by American sympathizers and Cuban exiles, the Cuban insurgents, or Insurrectos, employed irregular warfare tactics in order to gain their independence from Spain which had controlled the island since 1492. Private Americans, known as 'Yankee,' sea going arms smugglers supplied the Insurrectos, but ran the risk of being severely punished or executed by the Spanish colonial government.

In 1873, the Spanish Corvette *La Favorita* intercepted the heavily laden weapons smuggling vessel *Virginius* (a former Confederate blockade runner) near the port of Santiago, Cuba. The *Virginius* was carrying 300 Remington rifles, 300,000 cartridges, 800 daggers, 800 machetes, shoes, and gunpowder.[1] Due to the nature of the cargo, justice was swift and ended in the execution of the Captain and five members of the *Virginius'* American crew. Unable to respond, the weakened post-Civil War U.S. concluded the *Virginius* Incident with Spain through the ratification of the Treaty of Zanjon and narrowly avoided war.[2]

Following the failure of the Insurrectos to gain their independence in 1878, an uneasy peace prevailed in Cuba until 1895. During that seventeen year span, American planters developed numerous large sugar plantations across the island. Interested in economic development, Spanish authorities in Cuba allowed the 'Americanos' the opportunity to increase agricultural growth and prosperity on the island. However, by 1895, the fervor for independence among the Cubans ignited the Second Cuban Insurrection that would ultimately result in America's entry into the war in 1898.[3]

The leadership of the new revolutionary Cuban army, Jose Marti, Maximo Gomez, and Antonio Maceo, commenced conventional offensive operations on the island in April 1895. Marti believed that a short-focused conventional fight would preempt any U.S. interference, possibly in support of Spain. To the chagrin of this small cadre a considerable amount of munitions and logistical support was intercepted and confiscated by the U.S. Navy confounding their efforts to raise a conventional army. Further frustrating the rebel's efforts was the loss of Marti in an ambush only two weeks into the revolt.[4]

Due to Spain's overwhelming troop strength, General Gomez decided to change tactics and adopt a guerilla, or Insurrecto strategy in order to exhaust the Spanish army and lead the island into an economic crisis. Between May of 1895 and March of 1897, the Insurrectos experienced victories and defeats but had failed to achieve victory. By the time of President McKinley's inauguration on March 4, 1897, the Insurrectos had acquired heavy cannon and were preparing to lay siege to the fortified town of Jiguani Oriente in eastern Cuba.[5]

New York City's daily *"Yellow"*[6] presses of William Randolph Hearst's "Journal" and Joseph Pulitzer's "World" newspapers grew rich and famous by retelling titillating

stories such as disasters, suicides, murder trials, and love triangles.[7] Expanding on the growing American public's expansionist longings, Hearst and Pulitzer recognized that the tribulations of the Cuban Insurrectos provided ideal bloody and lurid tales for their readers who were hungry to repulse another European power from the Americas.[8] Building upon rumored atrocities carried out by the Spanish military against the Cuban rebels, Hearst sent his best journalists and artists (such as Frederick Remington) to provide detailed daily accounts of the war. In stiff competition with Pulitzer, Hearst told Remington, "Freddie, you provide me with the sketches and I'll provide you with the war."[9] The press for war had begun!

Allegedly in 1897, Spanish General Valeirano Weyler issued the Cuban Reconcentrado Orders and was thereafter branded the *"Butcher"* by R. Hearst. The Reconcentrado Orders required all Cubans move onto 'concentrados' or concentration camps so that loose Insurrectos could be distinguished from regular citizens in an attempt to pacify the countryside.[10] By December of 1897, despite the Reconcentrado Orders and with assistance from the Yellow Press and private donations from a sympathetic U.S. public, the Insurrectos under the command of General Calixto Garcia were slowly winning. Garcia's successes came in spite of the deaths of prominent Insurrecto leaders such as Jose Marti and Antonio Macco.[11]

By January 17, 1898 rioting inside and fighting outside of Havana had grown fierce. Worried American sugar plantation owners and anxious distribution network staff contemplated their safety in the event of a Spanish military defeat. As a result of significant concerns for U.S. citizens and property, Fitzhugh Lee, the senior U.S. Consul General in Cuba and former Confederate General, requested that President McKinley dispatch a battleship to Havana Bay in support of a possible evacuation. The Spanish Government finally granted the request and the Battleship *U.S.S. Maine* with a crew of 374 embarked upon its final and fateful cruise to Havana Bay, Cuba.[12]

Expectedly, rioting inside of Havana subsided after the arrival of the Battleship *Maine* on January 25th. Despite the appearance of U.S. and Spanish cordiality regarding this naval gesture, a diplomatic gaffe two weeks later would serve as an accelerant in degrading that appearance.[13] On February 9th, the Spanish Minister in Washington D.C. with the Portfolio of Cuba, Senor Enrique Dupuy de Lome, sent a diplomatic cable to Madrid in which he described President McKinley as "…weak and catering to the rabble," with regard to matters of the Cuban insurrection. Somehow the cable was intercepted and immediately published by Hearst's New York Journal. Senor de Lome was recalled to Madrid and eight days later the *U.S.S. Maine* exploded in the Havana harbor killing 260 of her crew.[14]

The U.S. Intervenes, War is Declared

On February 17th, the President ordered a naval board of inquiry, to investigate and determine the cause of the loss of the *USS Maine.* During the five agonizing weeks of the official inquiry Hearst and Pulitzer wasted no time in stirring the public opinion with provocative headlines and a $50,000 reward "for the detection of the perpetrator of the Maine outrage!"[15] This rhetoric, or strategic messaging, fed the national fever so much so that on March 8th the U.S. Congress hawkishly approved a $50 million war fund to support the Insurrectos and prepare for war.[16] Finally, on March 21st the naval board of inquiry presented its results to the President finding that an underwater mine had been the culprit.[17]

In early April Spain finally refused to recognize Cuban independence and the U.S. Congress, in an interesting diplomatic move, declared Cuba independent.[18] On April 11th the President addressed Congress asking for permission to intervene in Cuba in order to bring peace to the island without requesting a formal declaration of war. Congress approved his request on April 21st and McKinley then ordered the commencement of a U.S. naval blockade of Cuba to begin on April 22nd. As a result of the commencement of the blockade, an overt act of war, Spain formally declared war on the U.S. on April 23rd. Two days later, on April 25th, Congress declared war on Spain and back-dated its declaration to the 22nd in order to legally assuage any questions of legitimacy in the conduct of the blockade.[19]

Originally conceived as a naval campaign, the Army was a secondary factor addressed in the strategic context of the war with Spain. Although he had not conducted any significant planning for a ground war in Cuba, Army Chief of Staff General Nelson Miles, best known for his successful prosecution and conclusion of the Geronimo Campaign, estimated that the standing Army was not large enough to conduct a ground campaign. He believed that the Department should authorize him to raise and train an army of 80,000 volunteers over the next six months and prepare that force to provide conventional forces to augment the Insurrectos. [20]

The war was through its first week when General Miles finally met with the President to discuss potential ground operations. In that meeting, General Miles presented his estimate for 80,000 volunteers and that they would be trained in all aspects of military life and receive special training to complement the insurgency. Employing the lessons learned from the British invasion of Cuba in 1762, Miles' logic was simple; once the Spanish Navy had been destroyed by early November, the Army would be ready and the rainy hurri-

cane season would be over.[21] (The British had invaded in the late summer of 1762 during the height of the rainy season and had suffered unsustainable losses due to sickness and storms.) President McKinley approved the concept and General Miles commenced his strategic planning process.[22]

Unfortunately, the careful timeline agreed to by the President and the Army Chief of Staff was not in keeping with strategic messaging understood by the Secretary of War, the Yellow Press, or those Congressmen up for re-election. The rhetorical national clamor for war had risen to a fever pitch. General Miles was pressured to move the ground invasion of Cuba up from November to May and assume the risk of bad weather imperiling the military campaign for the sake of winning political campaigns.[23]

Secretary of War Russell Alger was constantly at odds with General Miles and other senior officers. According to Jerry Keenan in his Encyclopedia of the Spanish-American War, Secretary Alger was regarded by some to be "the most militant member of McKinley's cabinet and an outspoken promoter and strategic messenger for war with Spain."[24] General Miles had advised Secretary Alger that the campaign should begin in Puerto Rico, not Cuba. Additionally, he recommended that it was inherently impractical to quintuple the size of the army and employ it "virtually overnight" into a guerilla war at the start of the rainy hurricane season without courting disaster. Alger ordered Miles to proceed against the odds with a rapid timeline for the invasion of Cuba. The Army was not trained and was ill-prepared to effectively support the Cuban irregular way of war.[25]

Despite the initial odds, and much to the relief of the U.S. Army and the Insurrectos, President McKinley's strategic decision to proceed with the accelerated invasion timeline was a resounding success. However, in an interesting twist of fate, while the U.S. had supported and nurtured the Cuban revolutionaries, it would soon be drawn into a counter-guerilla war against a similar group of anti-Spanish revolutionaries in the Philippines. The nation would quickly learn the complex and unsavory nature of irregular warfare, with victories and defeats on both sides of the 'COIN.'

Conclusion

The Spanish-American War is an historical example of how public opinion can rapidly reshape a nation's strategic messaging, international identity, its national strategy, and the means and ways to carry it out. America's mature entry into the age of Irregular Warfare arrived when President McKinley and the Congress overtly supported guerrilla warfare inside of, and then conducted an invasion of the sovereign Spanish possession of Cuba. Since April 1898 irregular warfare, often a result of strategic messaging, has maintained a permanent place in U.S. strategic policy. Clearly, future national defense planning and funding will continue to include both irregular warfare and strategic messaging as important tenets of the broader context of unconventional warfare.

Endnotes

1. http://spanamwar.com/virginius.htm

2. Jerry Keenan, Spanish-American & Philippine-American Wars (Denver: ABC-CLIO, 2001) 381.

3. Hamilton, 106.

4. Keenan, 109.

5. J.G.A. O'Toole, The Spanish War (New York: W.W. Norton & Co., 1984), 86.

6. The term "Yellow Press" refers to highly popular comical child-like caricatures in the New York newspapers of the late 1890s who mimicked the radical comments of the news editors and enflamed public opinion on social issues.

7. O'Toole, 77.

8. Keenan, 173.

9. Ibid, 162.

10. Hamilton, 105.

11. O'Toole, 76.

12. Ibid, 12.

13. Hamilton, 180.

14. Keenan, 218.

15. William Randolph Hearst, New York Journal Headline, February 17, 1898 (New York)

16. Keenan, 85.

17. O'Toole, 12.

18. Benton, 87.

19. Ibid, 95.

20. O'Toole, 197.

21. Ibid.

22. Ibid

23. Keenan, 259.

24. Ibid, 10.

25. Keenan, 258.

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ICoE Lessons Learned Branch

by Chet Brown, Chief, Lessons Learned

Changes to the Intelligence Lessons Learned Enterprise

The U.S. Army Intelligence Center of Excellence (ICoE) Lessons Learned (LL) Team is the Army's only LL collection and reporting element focused on Intelligence Warfighting Function (IWfF) information requirements. ICoE LL Team personnel are often confused with, but do not belong to, the Center for Army Lessons Learned (CALL) at Fort Leavenworth, Kansas. The ICoE LL Team is currently comprised of two government and four contractor personnel.

While ICoE's LL Team focuses on intelligence-related lessons, CALL is the center of gravity for all of the Army's lessons learned. Until recently CALL fielded its own IWfF LL Team at Fort Leavenworth and a contracted Lessons Learned Integration (L2I) liaison officer (LNO) positioned at ICoE. The ICoE LL Team, the CALL L2I LNO, and CALL's IWfF Team complemented each other's efforts. Each element was able to devote attention to differing areas of emphasis in support of the overall intelligence LL enterprise. CALL instituted major organizational changes in the latter part of 2013 which resulted in disbanding the IWfF LL Team and eliminating the L2I LNO position at ICoE. CALL's contracted L2I LNO positions at each of the U.S. Army Training and Doctrine Command (TRADOC) CoEs were also eliminated. This resulted in the ICoE LL Team's government personnel absorbing some of the functions lost with the L2I LNO's departure.

The reassignment of the CALL IWfF Team personnel to other CALL sections immediately increased the importance of having an enduring MI-proponent LL capability at ICoE. The team is funded, resourced and organizationally aligned under ICoE Capabilities Development Integration (CDI); Doctrine, Concepts, Experimentation and Lessons Learned (DCELL) Directorate. ICoE's LL team continues to provide IWfF subject matter expertise to CALL in a variety of forms. The primary role the ICoE LL Team performs is representing the military intelligence proponent at CALL's collaborative Army LL Forums and at the TRADOC managed Rapid Infusion Process (RIP) (forum). The ICoE LL team also represents Army IWfF LL at varied joint, interagency, and multinational LL events.

Mission

The LL team's current mission statement: "The ICoE Lessons Learned Division manages and applies recently captured observations, insights and lessons from worldwide intelligence operations and training to ensure the continued adaptation of IWfF training and capabilities development integration."

The ICoE Commanding General's intent for the team remains as revised in 2012, "As the MI branch proponent ICoE establishes, and serves as the central coordinating element in, a collaborative structure which represents and protects the equities of all IWfF elements to improve LL collection, analysis, production and dissemination capabilities in order to better integrate doctrine, organization, training, organization, materiel, leadership development and education, personnel and facility (DOTMLPF) improvements and reduce the LL burden on others."

The LL Team implements the CG's intent by functioning as the designated primary LL collection asset for all of ICoE. This intent is designed to reduce duplication of effort, personnel requirements, and travel costs. The CG also wanted to eliminate the impact on Army units caused by multiple ICoE elements conducting unilateral collection missions in support of their respective singular efforts. Additional benefits of a dedicated ICoE LL capability are manifested in the team's professional collection/interview skills, formation of strong partnering relationships with units based on ICoE LL Team performance and trust, objective reporting and agility in identifying and responding to emerging or dynamic collection requirements.

Operations

LL information requirements drive the team's collection operations. Customer knowledge demands are either specified to (or developed in collaboration with) the team. Specified requirements include the ICoE CG LL collection priorities, ICoE organization requirements and selected Request for Information submissions that cannot be answered with existing LL holdings. If the team is unable to answer an RFI using on-hand information or sources the team converts the RFI into an LL collection requirement in coordination with the requester. Requirements are consolidated and available online for continual reference, mainte-

nance, or revision at the ICoE LL SharePoint site within the Intelligence Knowledge Network (IKN).

At the end of 2013, the team's operations were addressing 304 requirements on behalf of 20 organizations. The team also answered over 90 RFIs in 2013; most were answered within 48 hours of receipt.

LL Collection

During 2013 the LL Team completed 13 collection missions resulting in 114 separate actionable LL information items. The team refers to these items as Item Observation Reports (IORs). While ICoE LL collection focused on interviewing brigade combat team personnel whose experiences had a high probability of answering the ICoE CG's LL collection priorities the team also engaged personnel of units involved in Decisive Action Combat Training Center rotations, Security Force Advise and Assist missions, Global and Theater Response Force deployments and major training exercises such as XVIII Airborne Corps' Joint Operational Access Exercise.

Twenty-five percent of the collection was performed virtually; meaning the LL collector relied on telecommunication applications such as video-teleconference (VTC), Defense Connect Online (DCO), Tandberg, telephone or voice over internet protocol. Virtual collection reduces the personnel time and monetary travel costs.

Selecting specific Army elements with which to request LL collection visits requires substantial coordination and planning. Planning begins with identifying which units possess the most potential for providing information which may satisfy the ICoE CG collection priorities, other collection items of high interest, and those requirements which remain unsatisfied as their respective *latest time information is of value* approaches. However, tips from higher and lateral leaders and colleagues provide great insight as to which units may possess the most relevant information for LL collection. Often the team joins a LL collection effort being coordinated under an "umbrella week" by CALL or another organization. Umbrella weeks are not as well suited for thorough IWfF-specific collection as that coordinated by the ICoE LL team directly. ICoE LL designed collection usually results in more comprehensive, detailed and efficient interview sessions.

Collection Result Trends

The collection trends (see next column) were identified through LL collection performed in 2013. The trends provide evidence supporting some the best practices, challenges, or lessons identified in U.S. Army operations over the past decade. Current trends are not a statistically valid representational sample. LL interviews are inherently anecdotal and reflect the specific experiences of the personnel within, or information contained in reports provided by, the units engaged by the ICoE LL Team.

LL Collection Trends

- Regionally Aligned Forces.
- Combined Arms Maneuver (CAM) Intelligence Preparation of the Battlefield.
- Company Intelligence Support Team Operations in CAM.
- Distributed Common Ground System-Army use in CAM.
- Analog operations in the Decisive Action Training Environment.
- Effective communication–briefing and writing skills.
- Human Intelligence Soldier experiences.
- Signals Intelligence Soldier experiences.
- Counterintelligence Soldier experiences.
- Information Collection planning and operations.
- Information sharing.
- Contractor maintenance support.
- Understanding MI architecture and planning requirements.
- Collective/Unit training development and management.

Collection Product Dissemination

LL team products are both pushed and posted. Email is the primary LL Team push dissemination method. The current LL email distribution list includes 140 recipients, who in turn forward LL products to their superiors, subordinates or colleagues. LL products are posted on the NIPRNET, SIPRNET and (by exception) to JWICS.

NIPRNET. By regulation, policy, and to facilitate accessibility LL products are posted to three separate NIPRNET locations: ICoE LL SharePoint site, Combat Development's (CD) Wiki, and the Army Lessons Learned Information System. ICoE LL Team personnel use the LL SharePoint site as its primary posting location. This site allows ready and unfettered access to any authorized user of the LL Team's products to include any active-duty, reserve component (U.S. Army Reserve or National Guard), or Department of the Army civilian Common Access Card (CAC) holder. Contractors with CACs must request access to IKN. The IKN SharePoint site also provides multiple LL-related functions (calendar, library, information requests, submit an observation, etc.) as well as links to ICoE's CD Wiki (look for the CD Wiki Newsletter at the end of this article) and other useful sites.

SIPRNET. The SIPRNET LL SharePoint site was established in 2013 as a mirror of the NIPRNET site. Internal LL Team business rules maintain the mirror image. Some users may notice minor temporary delays in the NIPR content on the SIPR page.

JWICS. JWICS posting is accomplished in partnership with the U.S. Army Intelligence and Security Command personnel on an ICoE LL SharePoint site established and maintained on the Department of the Army-Intelligence Information System portal.

Collaboration

While the LL team is *requirements driven*, its operations are *collaboratively enabled.* Collaboration occurs in two categories: events the team conducts and those in which the team participates. Every collaboration event is an opportunity to perform LL collection, dissemination, or situational awareness.

MI LL Forum

The team's primary collaboration event is the MI LL Forum conducted over DCO on the third Thursday of each month from 1700Z to 1800Z (1000 to 1100 MST). All sessions held in 2013 were conducted on the SIPRNET; however, feedback received from key leaders resulted in moving the MI LL Forum to NIPRNET in January 2014. Moving to an unclassified venue allows us to reach a larger audience which results in wider dissemination of LL information to those in the operating force. Any classified subjects will be discussed during supplemental sessions on the appropriate network. The forum is conducted as a collaborative session facilitated by the ICoE LL Team. Issues requiring formal action at ICoE or potential injection into the Army's Lessons Learned processes are presented to the Director, DCELL for evaluation and guidance. The MI LL Forum provides an enduring collaborative IWfF LL capability, acts as a single point of entry to the various Army LL forums, and provides a coordinated voice for the IWfF LL enterprise.

The enduring agenda for the MI LL Forum is composed of seven parts, described in sequence.

Purpose. The session opens with a review of the forum's purpose to serve as the participants' advocate regarding LL issues, to compile and act on the participant's collection requirements, and to identify and develop LL-related issues. This provides basic information to those who may be participating for the first time and to provide the proper context to guide any subsequent discussions.

Collection Review. The ICoE LL Team presents a calendar of recent past, current, and potential future LL collection opportunities. This review covers: the specific unit (with attention to OPSEC); the operation or event in which the unit participated to help determine any associated LL collection requirements that may be satisfied; the location of the collection event to elicit opportunities for others to collect LL, and the estimated/coordinated dates of the LL collection event. It is usually at this point that the participant discussion will identify specific collection requests or items of interest.

Collection Overview. The next item is a review of the most recently completed collection mission(s). The overview lists the unit or CTC rotation and the observation topics compiled from the collection mission's IORs. Forum participants who may have collected their own lessons are able to present their results or information here as well.

Current Collection Topics. The current collection topics, formed from the existing collection requirements list, are presented to generate discussion and to prompt participants to identify items of interest. In this way we hope to identify additional items which may be addressed by LL collection or information.

ICoE LL SharePoint Site. Depending upon the audience composition or request, the team may conduct a very short tutorial demonstrating how to navigate to the team's collaboration portal. All products presented or discussed during the session are made available for immediate download during the forum session through the DCO document download window.

Topical Presentation. This portion of the forum is set aside for formal presentations by forum members.

Discussion. The discussion fosters exchanges between the participants to cover items which may not have been addressed during the session. The ICoE LL Team facilitates a free-flow discussion to emphasize the ICoE CG's intent for the forum to represent and protect the equities of all IWfF elements and avoid the forum only serving ICoE. The session concludes with a graphic identifying the LL team members and their respective contact information.

Additional Collaboration

In addition to the monthly MI LL Forum sessions the team engaged in over 203 collaboration events over the past year. Simply attending a meeting does not count as a collaborative engagement. LL personnel involvement in the various collaboration venues drives the integration of LL products or information into the full range of IWfF DOTMLPF efforts without being encumbered by a separate LL integration forcing function. The lack of a formal LL integration process forces, and thus strengthens, the direct personal interaction between ICoE LL Team personnel and those conducting the many lines of effort underway in order to share and fully develop relevant LL information.

The Way Ahead for LL

As this issue of MIPB goes to press there are more changes coming to the LL enterprise. The Army is staffing a major revision draft of the current Army Regulation covering LL (AR 11-33, Army Lessons Learned Program) accompanied by a new DA Pamphlet Army Lessons Learned Program Handbook. We hope to cover the changes these products implement in the next issue of MIPB.

CDWiki Newsletter

Issue 3 February 2014

Inside this issue:

Development and Release Status:

A new release for CDWiki will occur in mid March.

Update Notes:

- Group Pages
- Bug Fixes
- Minor updates throughout the CDWiki
- Tasker Pilot

There is a mug in my office from the website Despair.com. It was a gift to me from my daughter who knows my affinity for meetings. If you are not familiar with their work, Despair.com is the company that parodies the inspirational posters and memorabilia we often see adorning the walls of government buildings. Perhaps you have seen these inspirational posters. They motivate us to achieve our dreams, work faster, jump higher, and be a Blue Angels-level teammate to others. In other words, just by us walking past those posters we would likely be more motivated than the poor sap that had NOT seen the poster. My parody coffee mug has a picture of several human arms of obviously office-attired individuals (note the cuffs and wrist watches). Their hands are placed one on top of the other as if they were releasing out of a football huddle. So far, so good, right? Then you read the caption: "None of us is as dumb as all of us."

We get it; no one likes meetings. Despair.com knew they could easily hit a home run with this mug since making fun of office meetings is a well-worn cliché. I've been in meetings, however, where the experience migrates quickly from FUN to somewhere in the vicinity of FRUSTRATION. These are the meetings that you walk out of scratching your head because the agreed upon product, solution, etc. was something lesser, weaker, or uglier than whatever the solution was (when you walked in). What was missing? Planning? Expectation? Preparation?

Just like face-to-face meetings, document/product collaboration within the command requires the same insight and preparation. I'm frustrated when I hear someone say, "Well, I've completed this white paper (or you could insert "slide deck," "White Paper," "leader update," etc.), so now I'm ready to collaborate." Do you think it possible that the product might have been better had the collaboration occurred from the outset? Our best products leverage knowledge from the beginning and throughout the process. This reaching out allows us to gain targeted expertise of the right SMEs throughout the process. We've designed the CDWiki to help us cultivate a truly collaborative working environment.

I understand that there are times when we are called upon to formally staff our products: when we need a supervisor or executive to officially pronounce their opinion on the subject. But prior to that, there is always "some process" that we use to get us to that point. That process might last a few days, like an information paper to the CG, to several months, like the work surrounding the ISR Portfolio Analysis. And during that time, whether we recognize it or not, we are continuously building new products or improving existing products. As you are continually improving your products, how are you engaging and vetting your thoughts with teammates across CDI?

Vic Fink
CDWiki Czar

New Feature—CAC login

For those of you who don't like remembering lots of passwords, we have good news. In the near future, CDWiki will be moving to access based on your CAC card and pin. The accounts were built with this access in mind, so the transition should be smooth for the majority of users. There are some additional requirements our administration has to meet to get the CAC access approved, installed and running. Before this switch, we will send out an e-mail with instructions. As always, if you have problems or questions, let us know through the contact information on the right.

Noteworthy Pages

New Systems Training and Integration Dirrectorate (NSTID)

Mission: Analyzes, designs, develops, integrates, delivers, and certifies training in support of MI and select non-MI capabilities; creates training strategies and products and serves as the user's representative during development and acquisition of a system's training subsystem; serves as the Intelligence Center proponent for system and non system Training Aids, Devices, Simulators, and Simulation (TADSS) and Intelligence Training, Exercises, and Military Operations (TEMO) domain Simulations.

This page includes current links to the multiple areas NSTID provides training support to and the existing associated CDWiki pages.

Go check it out, provide some feedback in the comments, and give the page your rating. Collaboration will make this excellent page even better!

Upcoming Event—Tasker Pilot

The Tasker Pilot is gearing up. We (the CDWiki team and programmers) have been working diligently to get the Tasker capability functional. There will be testing by the Operations Team to ensure the new functionality meets their requirements as well as a selected pilot group to thoroughly test the feature and recommend improvements and identify bugs.

User Contribution Recognition

KEY CONTRIBUTORS of the MONTH

Maintenance

Occasionally we have to perform maintenance on the server. We will make every attempt to conduct maintenance on Friday afternoons or at lunch when user activity will be at a minimum. Routine maintenance is scheduled monthly on the first Wednesday. All users will be proactively notified via e-mail for scheduled maintenance. If you have problems accessing the system, please try contacting the POCs (listed in the column to the right).

Request Training Here!

Steve Schantz
steve.h.schantz.ctr@mail.mil

In addition, Refresher Training will be provided after each release on a first come first serve basis so sign up ASAP!

CDWiki Training Page

Deployment Status Metrics:

408 Users

Key Contacts

Julia Lee
e-mail 533-4729
Steve Schantz
e-mail 533-6867

Tips & Reminders

- Curate your pages
  - When you create a page
  - When you upload a Source Document
- Rate and comment on pages throughout

If you need access to CDWiki, please contact Steve Schantz or Julia Lee

Career Management and Professional Development

by Chief Warrant Officer Five Brian Hansen and Master Sergeant Steven Stinson

Three of the Army's key personnel proponent documents, Department of the Army Pamphlet (DA Pam) 611-21, Military Occupational Classification and Structure, DA Pam 600-3, Commissioned Officer Professional Development and Career Management, and DA Pam 600-25, United States Army Noncommissioned Officer (NCO) Professional Development Guide, provide valuable guidance to Soldiers, warrant officers (WOs), and officers on career management and professional development. While these pamphlets are important for individuals to read and understand with respect to one's own career, each pamphlet is a vital mentoring tool for leaders at all levels to help professionally develop ones' subordinates.

These pamphlets cover leader development, career progression, training, education, military occupational specialties (MOS), areas of concentration (AOC), career management fields (CMF) for all ranks and all compositions (Active Army, Army National Guard, and Army Reserves). As the personnel proponent for Military Intelligence (MI), the Office of the Chief, Military Intelligence (OCMI) would like to take the opportunity to highlight important aspects of each pamphlet with the intent of furthering the understanding of how valuable these career management tools can be to all MI professionals.

DA Pam 600-25 provides guidance for the professional development of NCOs to meet requirements prescribed within the NCO Vision.[1] The pamphlet assists senior NCOs, WOs, officers, and civilians with a framework to mentor and counsel NCOs to further their professional careers. Although a key reference for Centralized Promotion Board members, the pamphlet is not a checklist for promotions nor is it a guide on how to perform a Soldier's assigned duties. Incorporating these references in individual or group training, mentoring, or counseling increases the personal and professional growth of the individual Soldier, the unit, the MI Corps, and the Army, and supports the Army Chief of Staff's Strategic Vision and Priorities.[2] Focusing on the training and education of a quality NCO Corps, expanding the NCOs role and professionalism by improving performance today and building the bench for tomorrow, the Vision blends the past heritage with emerging future characteristics:

> ***"An innovative, competent professional enlisted leader grounded in heritage, values, and tradition that embodies the Warrior Ethos; champions continuous learning, and is capable of leading, training, and motivating Soldiers. An adaptive leader who is proficient in joint and combined expeditionary warfare and continuous, simultaneous full spectrum operations, and resilient to uncertain and ambiguous environments."***[3]

DA Pam 600-25 goes on to state that future challenges and an ever-changing force structure requires multi-dimensional leaders, a leader development program designed to meet these challenges and changes, and promotion board instructions clear as to the skills and attributes required of these multi-dimensional leaders.[4] Cultivating leaders to possess specific sets of skills and leader attributes, personify the Warrior Ethos, and who espouse Army values are also addressed via NCO mentorship and the leader development process. Through three distinct but closely related domains, institutional training and education, operational assignments, and self-development, the continuous cycle demands lifelong learning as potential is developed. Within DA Pam 600-25 guidance is provided to NCOs to direct the development of values, attributes, skills, and actions required in the increasingly complex, unstable, and unpredictable world.[5] Aiding in this process is the Professional Development Model (PDM).

The development of professional attributes and technical capabilities of Soldiers to meet the needs of the Army is accomplished through proponent-designed PDMs. PDMs combine operational assignments, institutional training, and proponent recommended self-development goals defining branch-qualified Soldiers in each grade by MOS based on Army requirements. PDMs are a template utilized by Enlisted Personnel Management Directorate (EPMD) that balances requirements with enlisted management policies to support the career management of Soldiers.

The true steward of a Soldier's career is the Soldier. Commanders, proponents, and EPMD Professional

Development NCOs all play an important part in the career development of enlisted Soldiers and the enlisted force as a whole, but it is Soldiers who must manage their own career. This is accomplished by Soldiers remaining an active participant in the career development process. Integral to this success is making informed and logical decisions, and acting upon them.[6] Soldiers must be active participants in their career management and remain cognizant of any adjustments, modifications, and changes to this key career management document.

Within DA Pam 600-25, the CMF proponent provides textual career progression plans, supportive of PDMs and other available resources. The MI (CMF 35) Career Progression Plan provides Soldiers additional information and resources to review, maintain, and develop the knowledge, skills, and abilities instrumental in being a professional Soldier, MI professional, and leader. From general duties, transformation, recommended self-development by rank, to specificity at the MOS level, the plan is a general guide and reference. As new initiatives, polices, procedures, technologies, and threats evolve, familiarizing, reviewing, and mentoring beginning at the basic level should ensure career success.

One such reference is **DA Pamphlet 611-21.** This pamphlet contains additional information regarding the classification of individuals by identifiers, positions, the guidance of branches, AOC, functional areas (FA), CMFs, MOSs, skill identifiers (SI), special qualification identifiers (SQI), and additional skill identifiers (ASI) used in the classification of positions and personnel.[7] Familiarity with DA PAM 611-21 as a living document assists personnel and leaders in the processes, procedures, and notification of future changes which impact personnel, positions, identifiers, training, and management criteria furthering the career development process, both as individuals and mentors.

The development of career and professional Soldiers/leaders maintains the five essential characteristics legitimizing the Army as a profession: trust, military expertise, honorable service, esprit de corps, and stewardship. As servants of the Nation, our Soldier's are charged to ensure the competence, character, and commitment of ethics and values exemplifying the ideals of the Army Profession.[8] DA Pam 600-25 and DA Pam 611-21 are fundamental documents that every Soldier must embrace to help ensure alignment with the NCO Vision, Army Values, and a healthy and viable career.

DA Pam 600-3 serves primarily as a professional development guide for all officers and WOs. It does not prescribe the path of assignments or educational requirements that will guarantee success, but rather describes the full spectrum of developmental opportunities an officer can expect for a successful career.[9] This document also serves as a mentoring tool for leaders at all levels and is an important personnel management guide for assignment officers, proponents, and HQ, Department of the Army (HQDA) selection board members. Its focus is the development and career management of all officers of the U.S. Army.

Chapters 1 through 7 of the pamphlet cover important aspects relevant to all officers and WOs such as the Army Profession, leadership development, and officer personnel management. It also provides a definition of the officer educational system and its role in leader development, which is to provide the formal military educational foundation to company and field grade officers to prepare them for increased responsibilities and successful performance at the next higher level. Its goal is to produce a broad-based corps of leaders who possess the necessary values, attributes and skills to perform their duties in service to the nation.

Chapter 4 covers officer education goals and opportunities and identifies not only the different paths available for officers to achieve success but the appropriate timeline that officers should seek both professional military education as well as other educational opportunities such as civilian education, fellowships, and functional training in order to meet expectations and remain competitive for promotion.

Chapter 5 pertains to the Army promotion system and covers important topics relevant to officer promotions such as the promotion process and how current regulations apply, the Army grade structure, and how Title 10 implications restricts the number of promotions for Major and above, as well as CW5.

Chapter 6, which covers the officer evaluation system, identifies how the various evaluations assist in the identification of those officers most qualified for advancement and assignment to positions of increased responsibility. Under this system, officers are evaluated on their performance and potential through duty evaluations, school evaluations, and HQDA evaluations. The chapter also identifies the primary function of the officer evaluation reporting system, which is to provide information from the organizational chain of command to be used by HQDA for officer personnel decisions impacting the rated officer's career opportunities.

Chapter 7 covers Army Reserve component officer career development and career management and identifies specific factors inherent in both the National Guard and Army Reserves that impact officer personnel management as well as officer development. Additionally, differences involving professional military education timelines as well as the pro-

motion system are identified to provide both supervisors and officers clear guidelines to ensure the unique policies that are established to facilitate effective officer management and development for reserve component officers are understood and adhered to.

Subsequent chapters in DA Pam 600-3 cover the specific branches and functional areas and identify the purpose of each particular branch or functional area in supporting the Army mission. The pamphlet also defines how the various tenets of officer personnel management identified in Chapters 1 through 7 apply to the branches.

Chapter 25 covers MI and identifies the specific characteristics expected of all MI officers as well as the developmental model that officers should follow to be successful. Specific developmental, key developmental and broadening assignments are identified for each particular grade as well as educational goals applicable to MI officers and how they support the professional development of an MI officer throughout their career.

A valuable resource contained in the MI chapter are the career developmental models for officers and WOs for both active component and reserve component, which identify the specific assignments, certification, educational goals and self developmental goals and associated timeline in which to accomplish those goals throughout their respective careers.

Regardless of rank, MOS, or which Army component a Soldier, Warrant Officer, or Officer serves in, DA PAMs 611-21, 600-3, and 600-25 are invaluable tools that every MI professional should embrace. In order to better understand how to maximize career opportunities and progression and professionally develop self and subordinates, these pamphlets must be read, understood, and inculcated into the MI professional's career plan. Doing so will help build the professional MI Corps required to lead Soldiers, accomplish the mission, and adapt to an ever-changing security environment.

Endnotes

1. DA Pam 600-25, U.S. Army Noncommissioned Officer Professional Development Guide, 2008. Accessed at http://www.apd.army.mil/pdffiles/p600_25.pdf.

2. Odierno, *CSA Strategic Priorities*, 2013. Assessed at http://usarmy.vo.llnwd.net/e2/c/downloads/316390.pdf.

3. DA Pam 600-25, 1.

4. Ibid., 1.

5. Ibid., 3-4.

6. Ibid., 11-12.

7. DA Pam 611-21, 2007, 1. Accessed at http://www.apd.army.mil/pdffiles/p611_21_v1.pdf.

8. ADRP 1, The Army Profession, 2013, Foreword.

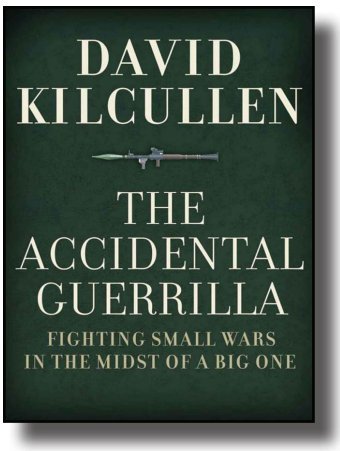
9. DA Pam 600-3, Commissioned Officer Professional Development and Career Management, 2010. Accessed at http://www.apd.army.mil/pdffiles/p600_3.pdf.

Contact Information:

OCMI Director at (Comm) (520) 533-1728/1173

OCMI Career Management Page on IKN

https://ikn.army.mil/apps/IKNWMS/Default.aspx?webId=2330



The Accidental Guerrilla: Fighting Small Wars in the Midst of a Big One
by David Kilcullen

Oxford University Press: USA, 2009, 384 pages
ISBN-10: 0195368347

An Australian with a wealth of Infantry experience and the architect of the 2007 Iraq 'Surge,' David Kilcullen asserted prior to the invasion of Iraq, "It's going to take a lot more than you seem to be willing to commit." He went on to advise General Petraeus, Secretary of State Condoleezza Rice, and publish numerous articles on counterinsurgency (COIN) strategy. In this book, Kilcullen presents contemporary warfare through an honest and pragmatic lens, reviewing the wars that define our modern era and outlining an improved global strategy with cautious optimism for the future.

Kilcullen shatters a false assumption the U.S. military has struggled with, asserting that neither traditional COIN nor counterterrorism accurately frames the modern threat environment. He contends that traditional COIN constricts scope to one state or region, ignoring the full global dynamic. Instead, insurgents operate with loose affiliation and without regard to boundaries. Western armies have oversimplified this complex landscape, viewing insurgent groups as well-coordinated global networks and failing to identify their full range of goals and interactions.

Kilcullen presents a new foundation for insurgency as "a mass social phenomenon" in response to oppression, whether real or perceived. Instead of focusing on insurgent leaders, he analyzes the followers and their reasons for joining. Insurgent groups are not composed of hardened and steadfastly ideal terrorists but "accidental guerrillas"–manipulated masses who lack alternatives. In a personal story from 2006, he tells of villagers in Uruzgan, Afghanistan who joined the Taliban simply because fighting was "the most exciting that happened in their valley in years."

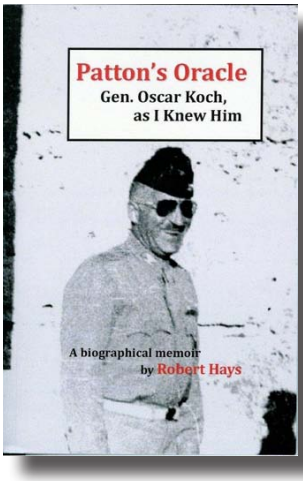
He describes insurgency with a biomedical analogy with four phases: infection, contagion, intervention, and rejection. Infection allows violent movements to establish, often a lack of effective governance meeting the needs of the people. Contagion is the spreading of the movement's ideals, often resulting in violence. Intervention is forces trying to counter that violence and prevent the movement's expansion which leads to rejection, the local population reacting negatively to intervention and fueling the insurgency.

The core principle of his COIN proposal is consistent with existing strategy–all efforts must be population-centric. Acknowledging and addressing the population's legitimate grievances (safety, infrastructure, effective governance, etc.) undermines the recruitment base for extremist groups. Thusly, destroying the enemy is unnecessary and certainly not the central task. Still, COIN requires continuous presence of security forces to establish local alliances with community leaders. Ultimately, the population must be able to defend itself. Ground forces integration with local security forces, working in tandem, is crucial to this end.

Effective military response is only part of the story, however. Kilcullen sharply criticizes U.S. national policy and recommends a significant overhaul. Develop a 'grand strategy' focusing on national interest and sensible corresponding resource allocation. Rebalance the instruments of national power acknowledging that the Department of Defense is only one. Effective development and utilization of diplomatic power can achieve informational and economic goals with lower cost and more preventive, stable results. Develop a 'strategic services' capability to provide humanitarian support in target areas while conducting focused information collection and analysis. Develop a dedicated information warfare activity to reach target populations. Develop a new lexicon to discuss insurgency, COIN, and corresponding national policy.

Overall, *The Accidental Guerilla* lays a foundation for continued dialogue on an ancient problem with which we continue to struggle. Kilcullen's analysis of recent conflicts, not just in Iraq and Afghanistan but East Timor, Thailand, and Pakistan is an outstanding primer to COIN and the global hybrid threat dynamic that will persist through the foreseeable future.

Reviewed by CPT Steven Smiley, C Company, 304th MI Battalion, Fort Huachuca, Arizona



Patton's Oracle: Gen. Oscar Koch, as I Knew Him by Robert Hays

Lucidus Books: Savoy, Illinois, 2013, 261 pages,
ISBN: 1477629793

Undoubtedly the name Oscar Koch resonates deeply with Military Intelligence (MI) professionals, perhaps more now than it did during his service through the first-half of the twentieth century. Inducted in 1993 as a member of the MI Corps Hall of Fame, Brigadier General Koch is often credited with being the "father of modern military intelligence." Indeed his 1971 book, *G2: Intelligence for Patton,* still serves as a handbook on how to conduct multi-disciplined intelligence operations.

In *Patton's Oracle* author, journalist, educator, and veteran, Robert Hays seeks to provide the reader with a biographical portrait of this often historically overlooked figure. In addition to providing a portrait of the man and highlights of his military service, Hays has a stated goal to "set the record straight," and aims to spotlight the intelligence successes of Oscar Koch, ensuring that he at long last receives the credit often denied him during his lifetime.

Patton's Oracle is a self-proclaimed biographical memoir that is as much about Hays as he fondly reminisces on the four years of friendship and association with Oscar Koch from 1966 until Koch's death in 1970. A young journalist at the time, Hays meets Koch after the general had retired over a decade earlier. A friendship and mutual admiration soon develops as the two collaborate and co-author the aforementioned book centered on Koch's experiences in the intelligence field. *Patton's Oracle* is a deeply personal account as the author recounts working with the humble, loyal and compassionate Koch as the old soldier is in a race against time, battling his terminal illness while attempting to complete and publish his book on tactical intelligence which he feels as his last professional responsibility.

Born in Milwaukee, Wisconsin on January 10, 1897, Brigadier General Koch compiled an impressive career of nearly forty years of selfless service. He began his service in the horse cavalry of the Wisconsin National Guard, served with General Pershing on the Mexican border, and entered commissioned service during World War I. But it was during World War II, with service as a G2, General Staff Officer (Intelligence), that Koch began to make a name for himself within the Army. First serving as the Chief of Staff for Task Force Blackstone during the invasion of Morocco, then as the G2 for II Corps and I Armored Corps in North Africa, Koch quickly became what some contemporaries call, "the greatest G2 in the U.S. Army."

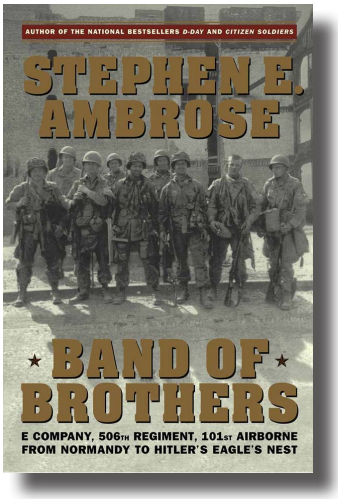
Following his commander, General Patton, Koch serves in Sicily before the pinnacle of his field service as the Third Army G2 during the attack across western Europe. After the war Koch is assigned to Fort Riley and the Army Ground School where he establishes the first peace-time intelligence school in the U.S. Army. Despite post military assignments with both Department of State and the Central Intelligence Agency, it is his service with Patton that garners the most interest.

The author provides the reader a glimpse of the once great man, but the book falls short of providing a truly definitive biography. Never short on praise for Koch, Hays relies heavily upon Koch's notes, reports, and personal recollections to paint the picture of the highly successful G2. The author selectively utilizes secondary sources to support his assessment of Koch's successful intelligence operations. The primary example used to highlight his abilities was Koch's work before and his prediction of the German army counterattack in December 1944.

Although undoubtedly a definitive example of building the correct assessment from intelligence indicators of multi-sources, this example can also be seen as the inability of Third Army G2 section to effectively convince lateral and higher commands of a common intelligence picture. In the end, the attack was not prevented nor immediately repulsed and the predictive analysis led only to Third Army's ability to rapidly counterattack against an already slowed German force. Patton's Oracle is recommended as a companion reading to *G2: Intelligence for Patton* and to anyone wanting to learn more about Koch, but its lack of objectivity and the narrow scope limits the value to the field of intelligence scholarship.

Reviewed by LTC Steve Rosson

He is currently assigned as an Instructor in the Department of Army Tactics at the Command and General Staff College, Fort Leavenworth, Kansas. He has served in numerous tactical intelligence positions including Squadron S2, Brigade S2, and Division G2.



Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler's Eagle's Nest by Stephen E. Ambrose

Simon and Schuster: 2001, 336 pages

ISBN-10: 074322454X

Band of Brothers is a book that captures the emotions, bonds, tragedies, and tactics of Easy Company in the 506th Regiment of the 101st Airborne, one of the highest decorated companies from World War II in the U.S. Armed Forces. It is written by Stephen Ambrose, a distinguished history professor at the University of New Orleans and noted American historian and biographer.

What makes Band of Brothers such a remarkable book is that the stories are true. Men really fought with this sort of bravery. They endured harsh, unbearable conditions. These were men from all over the U.S., who came together, and fought with extraordinary courage. The stories told throughout this novel reveals that some lessons of life are only truly learned when people are faced with the most adverse living conditions and slimmest chances of survival.

Stephen Ambrose did an exceptional job describing the grim realities of war and, in doing so, echoes the nostalgic feelings that many veterans show when they describe their experiences in the trenches. They do not see that they've done anything particularly heroic. They simply fought hard because it was the right thing to do. He meshes a rousing narrative and direct quotes from the veterans into an enchanting story. This book was based on the soldiers' actual experiences, adding the spice of authenticity. Ambrose's story makes the reader acutely aware of the veterans' suffering. It presents an absorbing first-person view through the eyes of the war veterans. Those who have never experienced combat cannot fully understand what people like the young men that made up E Company went through, but this account helps us to appreciate the debt we all owe to ones like Major Winters and the rest of the allied forces that defeated Nazi Germany in WWII. In an age where celebrity and hero worship are bandied around too liberally, these men show us that the real heroes are those who quietly do their job against a backdrop of constant danger and death.

One part of the book that demonstrates Ambrose's skill as a historian is the account of the attack upon Foy. This is in the chapter entitled *"The Breaking Point."* Ambrose states, "Back in '42 the question was, Can a citizen army be trained and prepared well enough to fight Germans in a protracted campaign in Northwest Europe?" The actions of the men of Echo Company provide the answer.

I recommend this book to all soldiers in the Army. It allows you as the reader to share all the emotions, relationships, and experiences that Easy Company went through. You, as a soldier yourself, will understand and appreciate the men who fought before us. This book talks of men with great character and teaches me as an NCO in the U.S. Army, with two deployments, that even though many people see me as a war hero, I should always stay humble.

Reviewed by SSG Jennifer Soto, C Company, 304th MI Battalion, Fort Huachuca, Arizona

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Submission Information

This is your magazine. We need your support by writing and submitting articles for publication.

When writing an article, select a topic relevant to the Military Intelligence and Intelligence Communities.

Articles about current operations and exercises; TTPs; and equipment and training are always welcome as are lessons learned; historical perspectives; problems and solutions; and short "quick tips" on better employment or equipment and personnel. Our goals are to spark discussion and add to the professional knowledge of the MI Corps and the IC at large. Propose changes, describe a new theory, or dispute an existing one. Explain how your unit has broken new ground, give helpful advice on a specific topic, or discuss how new technology will change the way we operate.

When submitting articles to MIPB, please take the following into consideration:

- Feature articles, in most cases, should be under 3,000 words, double-spaced with normal margins without embedded graphics. Maximum length is 5,000 words.
- Be concise and maintain the active voice as much as possible.
- We cannot guarantee we will publish all submitted articles and it may take up to a year to publish some articles.
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- A cover letter (either hard copy or electronic) with your work or home email addresses, telephone number, and a comment stating your desire to have your article published.
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Moments In MI History

MI Magazine: Precursor to *MIPB*

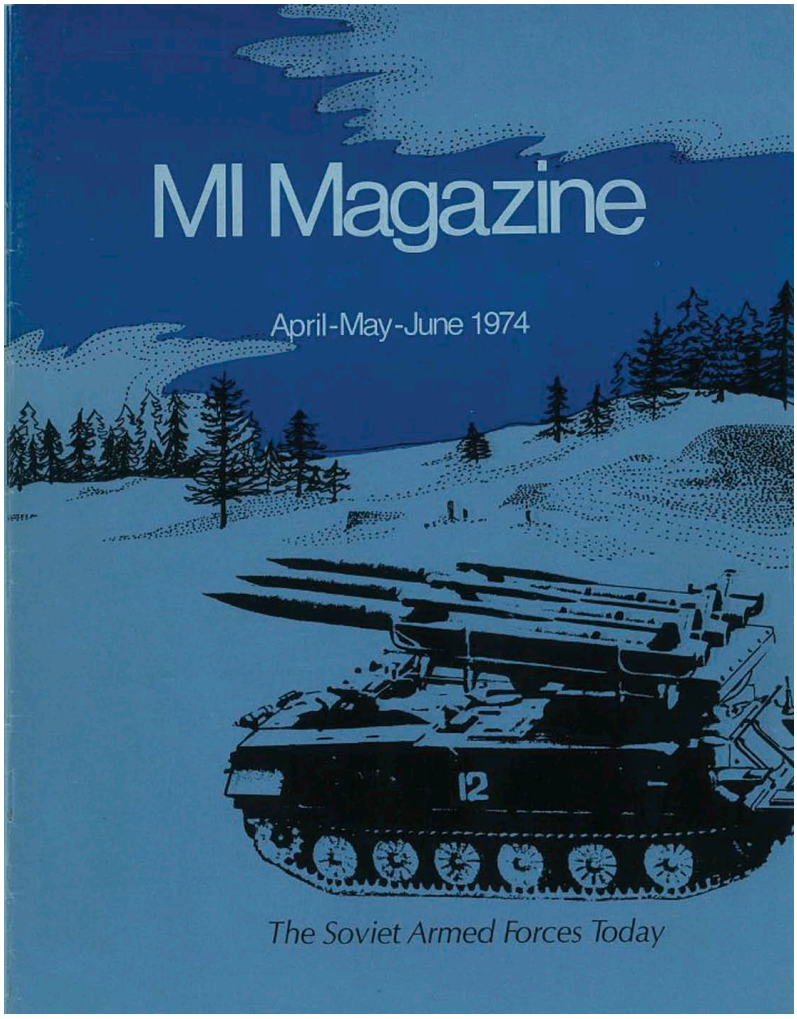
by Ruth Quinn, Staff Historian, USAICoE Command History Office

The move of the U.S. Army Intelligence Center and School (USAICS) from Fort Holabird to Fort Huachuca in 1971 was an important step in the professionalization of the MI Branch, which was only nine years old by that time. Much organizational turbulence would follow within the next few years, as four separate intelligence organizations merged into a fully integrated center and school.

Brigadier General Harry Hiestand, the first general officer to command USAICS, commented in the Annual Historical Summary that 1974 marked USAICS' recognition as "the Intelligence Center for the United States Army." As part of that recognition, the commander encouraged a high level of dialogue between USAICS and MI units worldwide, "on as informal a basis as possible" in order to allow USAICS to refine training and combat development documents to keep them in line with the "real world." Military Intelligence magazine was part of that effort.

The first issue was published on June 24, 1974 and it would continue to be published quarterly from then on, eventually evolving into today's *MIPB*. Its intent was to ensure an informal but highly productive media for contact with the field. Captain Terry Bearce, the first Editor, noted that the magazine was a professional development tool of USAICS, but that it was intended for all Army intelligence personnel–military and civilian–and due to its status as an authorized but unofficial publication, it could be used as a forum for open discussion of new ideas, concepts, and areas of Army intelligence interest that needed and deserved discussion.

The inaugural of *Military Intelligence* included an article by MG Harold R. Aaron, the Assistant Chief of Staff for Intelligence, entitled "The Soviet Armed Forces Today," giving an interesting analysis of the capabilities of the Soviet military from a perspective in the midst of the Cold War. Other featured articles included "Have Training Team–Will Travel" by CPT Michael J. O'Shea and LT Edward V. Grange, Jr., and "Integrated Training Support–A Way for MI to Get Involved" by CPT Arthur D. Hurtado. The magazine also featured regular departments covering notes from the Schoolhouse, Enlisted and Officer Branch notes, and a book review section. The inaugural issue concluded with letters from both MG Aaron, and GEN Creighton Abrams, Chief of Staff of the Army, congratulating the members of the Military Intelligence Branch on their twelfth anniversary on 1 July.



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